

DRAFT STRATEGIC RISKS - May 2017

Risk No	Risk Description	Consequences	Inherent Impact rating	Inherent Likelihood rating	Inherent risk rating	Existing Controls	Control Rating	Residual Impact Rating	Residual Likelihood Rating	Residual risk rating	Risk Owner	Responsible Officer	Actions	Who	When	Target	Measures
SR01	Climate Change Failing to appropriately respond to or prepare for the impacts of climate change	Infrastructure Assets / Service Delivery Damage to Council assets resulting in service provision failure and financial and reputational losses	Major	Likely	HIGH	Towards Zero Strategy Climate Adaption Plan Water Plan Greenhouse Plan Community Climate Action Plan Sustainable Transport Strategy Greenhouse / Climate Change Indicators Parks & Open Space Strategy Greening Port Phillip Plan	Good	Moderate	Possible	MEDIUM	GM PSD GM I&A GM OP	Mgr. Asset Management & Property Mgr. Open Space & Recreation	Embed sustainability in asset management strategy and plans Continue to measure, reduce and report on emission reductions including developing a baseline for community emissions Develop a new Sustainability Strategy beyond 2020 Develop an Integrated Water Cycle Management Framework	Mgr. Asset Mngt & Property Mgr. Open Space & Mgr Sustainability & Transport Mgr. Asset Management & Property	30/06/2017	MEDIUM	Council plan SD3 Sustainability Outcome indicators on track -Total Canopy Cover - 20% -Council's greenhouse gas emissions - 71% reduction -Potable Water use - 211.5 -Waste diverted from landfill - 35%
SR02	Transport & Parking Failure to effectively manage the provision of transport and parking to meet the needs of our community	Reputation / Health & Safety Lack of viable public transport will lead to increased traffic congestion, parking stress, increased traffic accidents, disgruntled community and an increase in vehicle pollution	Major	Likely	HIGH	Parking Permit Policy Sustainable transport strategy Walk and bike plan Car share policy Access plan	Fair	Moderate	Possible	MEDIUM	GM PSD	Mgr. Sustainability & Transport	Develop an Integrated Transport Strategy	Mgr. Sustainability & Transport		MEDIUM	Council plan SD2 Traffic and Transport Outcome indicators on track - % residents using sustainable transport to travel to work - 58% -Serious collisions - <60 -no schools in ride 2 school day - 12 - no schools in walk 2 school month-19
SR03	Population Growth Failure to effectively manage population growth	Service Delivery / Reputation Overcrowding of our municipality will lead to reduced amenity, traffic & people congestion, accommodation shortages, increased demand for refuse disposal and lack of essential community services	Major	Likely	HIGH	Port Phillip Planning Scheme Municipal Strategic Statement Fishermans Bend Planning & Economic Development Strategy Port Phillip Housing Strategy Precincts Structure plans and urban Design frameworks Play space strategy	Good	Moderate	Possible	MEDIUM	GM PSD	Mgr. Strategy & Growth GM OP	Develop and implement a Place Management Strategy for FBURA Establish a waste management and resource recovery plan Review the Port Phillip Municipal Strategic Statement Embed population growth in service and asset planning	Mgr. Strategy & Growth Mgr Maintenance & Renewals Mgr. Strategy & Growth Mgr. Asset Mngt & Property EM SBI		MEDIUM	Council plan SD4 Growth Outcome indicators on track -% residents safe and secure - 85% % residents enjoy living in their neighbourhood - 95% % of residents agree are is vibrant - 95% - planning decisions upheld by VCAT - >70%
SR04	Demographic & Economic conditions Failure to recognise and effectively manage the impact of changing social and economic conditions on vulnerable members of our community	Reputation Increase in homelessness Increase in rough sleeping Increase in anti social behaviours such as crime and drug use	Moderate	Likely	HIGH	In our backyard Homelessness Action Strategy Reconciliation Action plan Social Justice Charter Health & Wellbeing Plan Support a range of activities that involve our diverse social and cultural communities	Good	Moderate	Possible	MEDIUM	GM CD	Mgr. Community Health & Service Planning	Implement the In Our Backyard Strategy and the Homelessness Action Strategy Review the Health & Wellbeing Plan	Mgr. Community Health & Service Planning		MEDIUM	Council plan SD1 Diversity Outcome indicators on track % of residents who fell COPP is welcoming -social housing as % of stock wellbeing index
SR05	Environment Protection Failure to protect the environment and our biodiversity from our activities	Natural Environment / Sustainability / Legal & Regulatory Loss of environmental and bio diversity values Financial & Reputational loss Detrimental health effects	Major	Likely	HIGH	Contaminated Sites Safety & Soil Contamination Policy Contaminated Sites Register Environmental Audits undertaken for sensitive Council sites (ongoing) Environmental Audits for other sites where ground works are / have been undertaken i.e. open space (ongoing) Sites Mapped in GIS Contaminated site monitoring and reporting Environmental Audit overlays (Planning)	Fair	Moderate	Possible	MEDIUM	GM I&A	Mgr. Open Space & Recreation	Developing Policy and Soil Contamination Management Plan Consider Environmental Management Plan	Mgr. Open Space & Recreation		MEDIUM	No. of EPA Clean Up Notices Received - Target less than 1
SR06	Asset Management Failure to maintain, renew and expand our assets in a timely and robust way, that considers service delivery needs	Service Delivery / Finance / Reputation Unable to provide services for our growing population and our long term financially sustainability may be affected Loss of life or injury	Major	Likely	HIGH	Asset Management Plans (Under review) Asset Management Strategy (Under review) Road Management Plan Asset Management Policy Financial strategy including requirement for asset renewal and capital replacement (10 Yr Capital Plan)	Good	Possible	Major	HIGH	GM OP	Mgr. Asset Management & Property	Establish a new Asset Management Strategy Establish Asset Management Policy Establish 10 year Asset Management Plans Review processes and procedures in compliance with ISO 55000 Upgrade the Asset management system Establish Service and Asset Planning Steering Team	Mgr. Asset Management & Property EM SBI	30/06/17 31/12/17 30/06/18 30/06/17	MEDIUM	Council Plan Asset Management measures on track - Asset management maturity >1000 - Asset Renewal as a % of depreciation 78%
SR07	Good Governance Failure to transparently govern and embrace good governance practices	Reputation / Service Delivery Reduced ability to make good decisions on behalf of our community	Major	Likely	HIGH	Staff Code of Conduct Councillor Code of Conduct Councillor training and induction Governance Policies and Procedures Conflict of Interest processes	Good	Possible	Major	HIGH	CEO	CGO	Streamline the process of new senior Officer appointments and requirements for completion of the Primary Ordinary Returns with both Finance and Culture & Capability. Determine the target audience for, and frequency of Conflict of Interest training, and develop and roll out a training program to those identified as the target audience. Implement the recommendations of the Governance Audit Implement Council resolution tracking Introduce Live streaming of Council meetings	CGO		MEDIUM	LGPRF Governance Indicators on track - Council decisions closed to public. Target 17/18 - <10% - Councillor attendance rate at Council meetings Target 17/18 - >90%

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SR08	OH&S management Unable to provide a safe workplace for all our staff and contractors	Health & Safety / Reputation Staff & Contractors personal safety may be reduced.	Major	Likely	HIGH	OH&S Policy and Plan (Under review) Safe Work Method Statements Safety procedures Health & Safety Committees Health & Safety Reps OH&S Reporting to ELT Incident investigations and corrective actions process OH&S PCG OH&S monthly performance report to	Fair	Major	Possible	HIGH	GM OP	Mgr. OH&S	Establish and implement the 91 point OH&S Plan and review the OH&S Policy	Mgr. OH&S			MEDIUM Total recordable injury frequency rate per million work hours - Target 17/18 - 14.5
SR09	Fraud & Corruption Failure to monitor key fraud and corruption risks	Finance / Reputation Unable to detect inappropriate workplace practices	Moderate	Likely	HIGH	Fraud and Corruption Policy Fraud & Corruption Training Codes of Conduct Conflict of Interest Policy Protected Disclosure Procedures Fraud & Corruption exposure assessed in Dept. operational risk registers Core compliance audits	Good	Moderate	Possible	MEDIUM	CEO	CGO / EM SBI	Conduct regular Fraud & Corruption Training for appropriate staff Implementing the recommendations from core compliance audits Re-establish committee with oversight of Fraud and Corruption prevention activities Review roles and responsibilities	CGO / EM SBI			LOW % of staff received fraud training- target 70%
SR10	Legal and Policy Compliance Failure to manage our compliance with relevant legislative requirements	Legal / Regulatory / Reputation / Finance Unaware of breaches which could expose Council to penalties and reputational harm.	Moderate	Likely	HIGH	Legislative Compliance Policy and Framework (Draft) Delegation of Authorities Legal compliance training Risk Management Policy and Framework Legal compliance checklists Anstat legal update service	Fair	Moderate	Likely	HIGH	CEO	Executive Manager SBI	Extend Compliance Framework to include all compliance commitments including organisational policies and procedures, Committees of Management, standards, leases and licences.	Executive Manager SBI			LOW Legislative breaches. Target 17/18 - 0
SR11	Financial sustainability Failure to maintain our long term financial sustainability	Finance / Reputation Inability to raise sufficient revenue to support the needs of our growing community Service delivery Asset failure	Major	Likely	HIGH	Short & long term financial budgeting and planning 10 Year Financial outlook and Plan Integrated Council Plan including Financial Strategies and measures, future growth and budget 10 Year project portfolio Electronic financial system Financial & Procurement Policies and Procedures Regular financial performance reporting Investment Strategy	Good	Minor	Unlikely	LOW	GM OP	CFO	Replace Council's financial system to improve financial management capability and review our rating strategy	CFO			LOW % LGPRF financial metrics on target. Target 17/18 - 100%
SR12	High Performance workforce Failure to provide leadership and HR practices required to recruit, retain and train a high performing workforce	Organisational Wellbeing Reputation / Service Delivery Our ability to provide projects and services for our growing community may be reduced	Moderate	Almost Certain	HIGH	Culture & Capability Plan Enterprise Bargaining Agreement (flexible workplace) Employee Development Plans Study Assistance Program Training programs for all staff Recruitment Policy Leadership Development Annual Staff Survey and regular HR performance reports	Good	Minor	Unlikely	LOW	GM OP	Mgr. Culture & Capability	Introduce an eLearning capability to support face to face training Develop strategies to improve staff engagement and alignment scores and reduce staff turnover Develop a workforce plan aligned to new Council Plan & Budget	Mgr. Culture & Capability			LOW Staff Engagement Score - Target 17/18 - >74%
SR13	Project management Council does not select the right projects and / or does not deliver them successfully	Service Delivery / Reputation Unable to provide for the long terms needs of our growing community Strategic priorities not achieved	Major	Likely	HIGH	EPMO Project portfolio reporting and monitoring Project Management Framework & System Project policies and procedures Project Manager training Project Control Groups Project prioritisation process	Good	Moderate	Likely	HIGH	GM OP	Executive Manager EPMO	Implement the project management uplift capability program Develop and Implement a benefits realisation process Review project delivery performance	Executive Manager EPMO			MEDIUM Enterprise Portfolio Projects On Track Target 17/18 - 80% Project management maturity score Target 17/18 - >21 (out of a possible 30)
SR14	Contracts and procurement Unable to successfully procure goods and services to assist in the delivery of council projects and services or failure to	Service Delivery / Reputation Our ability to deliver "value for money" to our community may be diminished	Major	Likely	HIGH	Contracts & Procurement Guidelines & Procedures and Policy Contracts and Procurement Training Purchasing limits Collaborative procurement with City of Melbourne and other Councils	Good	Moderate	Possible	MEDIUM	GM OP	CFO	Establish process for managing and recording contractors performance Review Procurement Policy On line contract & procurement training	CFO			MEDIUM No. of purchase order not submitted before the invoice is received. % of relevant staff received procurement training - 90%
SR15	Information technology systems Failure to keep up with technology trends and to provide efficient, reliable, secure technology systems to support the delivery of council services	Service Delivery / Reputation Our productivity and efficiency will be compromised Data loss	Major	Likely	HIGH	ICT Strategy (Under review) ICT Policies Technology Transformation Project Control Group Patch management processes Initiatives and Communications and brief Council Regular audits, pen testing Monthly reporting on BT service and security	Good	Moderate	Possible	MEDIUM	GM OP	Mgr. BT	Continue to roll out the Business Technology Transformation and improvement program ICT Strategy and Enterprise Architecture Plan	Mgr. BT	30/06/2017		MEDIUM BT Service Levels met. Target 16/17 - 80%
SR16	Lobbying industry and State and Federal Governments Failure to form effective partnerships and advocate effectively for the needs of our community	Finance / Reputation We may not be able to leverage maximum community benefit from government investment	Moderate	Likely	HIGH	Communications and Engagement Strategy Regular meeting with key stakeholders Strategic Relations Plan Advocacy priorities (Council Plan)	Good	Moderate	Possible	MEDIUM	CEO	E/Team	Advocate to the Victorian Government for access to Fishermans Bend development contributions to support delivery of community infrastructure. Advocate for a cost-shift index to be applied to the Victorian Government cap on rates increases	E/Team			MEDIUM Community satisfaction with advocacy (index) Target 17/18 - 60
SR17	Business Continuity Failure to plan adequately for the impacts of a disruption to Council's normal operating environment	Service Delivery / Reputation The delivery of core council services may be adversely impacted.	Major	Likely	HIGH	Business Continuity Plan (Under review) Disaster Recovery Plan (BT) Annual simulation testing exercises' BCP Committee	Good	Minor	Unlikely	MEDIUM	GM OP	Executive Manager SBI	Simplify the BCP and consider electronic incident or activation notifications and USB access	Executive Manager SBI			MEDIUM Annual DRP and BCP simulation exercise undertaken successfully undertaken.