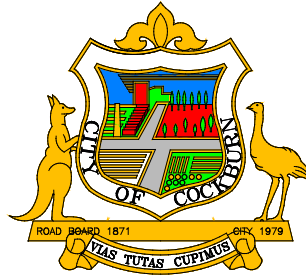


CITY OF COCKBURN



AUDIT & STRATEGIC FINANCE COMMITTEE

AGENDA PAPER

FOR

THURSDAY, 16 MARCH 2017

CITY OF COCKBURN

SUMMARY OF AGENDA TO BE PRESENTED TO THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING TO BE HELD ON THURSDAY, 16 MARCH 2017 AT 6:00 PM

| | Page |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1. DECLARATION OF MEETING..... | 1 |
| 2. APPOINTMENT OF PRESIDING MEMBER (IF REQUIRED) | 1 |
| 3. DISCLAIMER (TO BE READ ALOUD BY PRESIDING MEMBER)..... | 1 |
| 4. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTEREST AND CONFLICT OF INTEREST (BY PRESIDING MEMBER)..... | 1 |
| 5. APOLOGIES & LEAVE OF ABSENCE..... | 1 |
| 6. PUBLIC QUESTION TIME | 1 |
| 7. CONFIRMATION OF MINUTES..... | 1 |
| 7.1 (ASFC 16/3/2017) - MINUTES OF THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 17 NOVEMBER 2016 | 1 |
| 7.2 (ASFC 16/3/2017) - MINUTES OF THE SPECIAL AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 23 FEBRUARY 2017 | 2 |
| 8. DEPUTATIONS | 2 |
| 9. PETITIONS | 2 |
| 10. BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (IF ADJOURNED) | 2 |
| 11. DECLARATION BY ELECTED MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING | 2 |
| 12. COUNCIL MATTERS..... | 2 |
| 12.1 (ASFC 16/3/2017) - RISK MANAGEMENT INFORMATION REPORT (021/012) (J NGOROYEMOTO) (ATTACH)..... | 2 |
| 13. PLANNING & DEVELOPMENT DIVISION ISSUES | 12 |
| 13.1 (ASFC 16/3/2017) - LAND MANAGEMENT STRATEGY 2017-2022 (197/002) (A TROSIC) (ATTACH) | 12 |
| 14. FINANCE & CORPORATE SERVICES DIVISION ISSUES | 19 |
| 14.1 (ASFC 16/3/2017) - DRAFT INTERNAL AUDIT REPORT - PROJECT MANAGEMENT (026/007; 067/001) (N MAURICIO) (ATTACH)..... | 19 |
| 15. ENGINEERING & WORKS DIVISION ISSUES..... | 24 |
| 16. COMMUNITY SERVICES DIVISION ISSUES..... | 24 |
| 17. EXECUTIVE SERVICES DIVISION ISSUES | 24 |
| 18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN..... | 24 |

| | | |
|-----|----------------------------------------------------------------------------------|----|
| 19. | NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING..... | 24 |
| 20. | NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS | 24 |
| 21. | MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE..... | 24 |
| 22. | CONFIDENTIAL BUSINESS..... | 24 |
| 23. | CLOSURE OF MEETING..... | 24 |

CITY OF COCKBURN**AGENDA TO BE PRESENTED TO THE AUDIT &
STRATEGIC FINANCE COMMITTEE MEETING TO BE HELD
ON THURSDAY, 16 MARCH 2017 AT 6:00 PM**

1. **DECLARATION OF MEETING**
2. **APPOINTMENT OF PRESIDING MEMBER (If required)**
3. **DISCLAIMER (To be read aloud by Presiding Member)**

Members of the public, who attend Council Meetings, should not act immediately on anything they hear at the Meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

4. **ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTEREST AND CONFLICT OF INTEREST (BY PRESIDING MEMBER)**
5. **APOLOGIES & LEAVE OF ABSENCE**
6. **PUBLIC QUESTION TIME**
7. **CONFIRMATION OF MINUTES**
 - 7.1 **(ASFC 16/3/2017) - MINUTES OF THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 17 NOVEMBER 2016**

RECOMMENDATION

That Committee confirms the Minutes of the Audit and Strategic Finance Committee Meeting held on Thursday, 17 November 2016, as a true and accurate record.

COMMITTEE RECOMMENDATION

7.2 (ASFC 16/3/2017) - MINUTES OF THE SPECIAL AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 23 FEBRUARY 2017

RECOMMENDATION

That Committee confirms the Minutes of the Special Audit and Strategic Finance Committee Meeting held on Thursday, 23 February 2017 as a true and accurate record.

COMMITTEE RECOMMENDATION

8. DEPUTATIONS

9. PETITIONS

10. BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (IF ADJOURNED)

Nil

11. DECLARATION BY ELECTED MEMBERS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPER PRESENTED BEFORE THE MEETING

12. COUNCIL MATTERS

12.1 (ASFC 16/3/2017) - RISK MANAGEMENT INFORMATION REPORT (021/012) (J NGOROYEMOTO) (ATTACH)

RECOMMENDATION

That Council receive the quarterly report on the Risk Management Program.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

At the Ordinary Council Meeting on 13 June 2013, Council endorsed the City's proposed Risk Management Policy and associated roll-out program. Subsequently at the Ordinary Council Meeting on 11 December 2014, via the Audit and Strategic Finance Committee, Council endorsed the Risk Management Strategy. The City is progressing in implementing the Risk Program, and this report provides an update on the key milestones achieved over the past four(4) months since the last information report was submitted to the Audit Committee.

The City's Risk Program, through adopting the guidelines and principles of the Australian Risk Standard, AS/NZ ISO 31000:2009 is committed to a culture of risk management. City Policy SC51 'Enterprise Risk Management' (the policy) is a commitment by the City to ensuring that sound risk management practices and procedures are fully integrated into its strategic and operational processes and day to day business practices. The City continues to roll out the Risk Program in line with the Risk Management Strategy.

Submission

N/A

Report

Risk Management Program

1. Risk Management and Safety System (RMSS) was rolled out by the City in January 2017. This is an integrated, automated event management system with effective notification, investigation and reporting capabilities that facilitates a seamless system of work to manage risks. All Risk Owners now have the ability to review and update their risks online, and all employees are now able to notify incidents to the Occupational and Safety Health Team online.

The system comprises of 2 Modules:

Risk Manager Module

A powerful tool for effective risk management for continuous operational improvement that enables the City to be more anticipatory and operate more strategically. Some features of the Risk Manager captures risks into risk registers, promotes efficiency, provides a centralised live view of risk, drives risk monitoring processes, delivers risk management processes that establish a transparent and uniform approach to risk, provides comprehensive, flexible reporting, and drives efficiency through escalation rules and tasks for notification.

Event Manager Module

A powerful tool to keep track of incidents/events and their potential loss, their causes, controls and treatments. The event manager simplifies the task of recording and managing incidents/events, providing a single point of data entry. The Event Manager facilitates notification of any event type in an intuitive, user-friendly format. Some of the features of this module are, notify full range of incidents/events (employee injury, near miss, property, plant and equipment damage, workplace hazards, workplace bullying and harassment), notification and escalation driven by severity and workflow. Ability to upload and manage images, documents, reports and other incident/event attachments.

2. EXTREME and HIGH Risks Update:

As at 28 February 2017, 25 Strategic Risks and 202 Operational risks currently sit on the City's Risk Registers.

1 EXTREME risk
 6 HIGH risks
 15 SUBSTANTIAL risks
 128 MODERATE risks
 77 LOW risks

These risks are monitored and reviewed in priority of the risk rating level as per the City of Cockburn risk treatment levels. Updates on the identified HIGH/EXTREME risks are detailed below:

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 252 | Bush Fire: Fail to adequately manage bush fire risk exposure within City | Emergency Management Arrangements Interagency engagement (DFES and DPaW) Bushfire Risk Management Plan and fuel load register | Extreme |

Comment

The City has engaged in a number of initiatives to reduce overall bushfire risk to the community. Initiatives include completing four hazard reductions burns with approximately 85 percent success in fuel load reduction. Although commenced later in the year than proposed, the burns were subject to unusual weather conditions during spring 2016. Further fuel load reduction by mechanical mulching and weed spraying was completed where prescribed burning was not possible or unsafe. The City is

currently trialling a new concept of rural inspections by a Bushfire Risk Assessment Officer, as opposed to a member of the Rangers team. The trial has improved compliance and land owners understanding of fire prevention. To date, the Assessment Officer has issued 230 infringements, up 183 percent between for the period of 1 November 2016 to 18 January 2017.

The Risk rating remains extreme due to the unusually dry conditions and predictions of higher than average temperatures over the spring and summer months, and based on the catastrophic consequences if the risk eventuates. On the forthcoming budget an additional bushfire inspector and mitigation officer will be included, to further mitigate this risk.

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------|
| 264 | Project Management: Fail to consistently apply project management methodology and implementation to City projects | Project management tools Staff training Cross functional meetings Long term financial plan | High |

Comment

Establishment of a project governance framework - Certificate IV in Project Management has been conducted for relevant employees throughout the organisation to raise understanding in fundamentals of project management. The City has recently undergone an Internal Audit process of its Project Management Framework and processes, which is subject of a separate report for the Audit and Strategic Finance Committee for consideration. Research is also being conducted for the most suitable technological solution to manage City projects.

Significant work in project management has occurred in relation to projects relating to budget and financial management of all projects in relation to the Engineering and Works Division. All projects are reported through the divisional reporting structure so that each project is individually reviewed as to cost, budget, timeframe and other issues. The commentary above relates to pre-planning which covers issues such as land management and tenure, design, consultation with stakeholders and approvals from various government agencies. The pre-planning is an area that clearly stymies expedited delivery of projects. Better (formal) pre-planning will only aid in the delivery of projects.

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|-----------------------------------------------|---------------------------------------------|-------------|
| 254 | Community Lead Reform: Reignited local | Community engagement strategy and framework | High |

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| | government structural reform agenda from community initiation | Annual community perceptions survey Customer satisfaction survey Integrated planning framework Support for community groups \$50 000 has been directed towards response to the community initiated proposal seeking to transfer Hamilton Hill and North Coogee to City of Fremantle | |

Comment

The Local Government Minister dismissed a request for Hamilton Hill and part of North Coogee to be moved from the City of Cockburn to the City of Fremantle. During 2016, the Local Government Advisory Board (LGAB) called for submissions about whether the City of Fremantle should extend its border over these two suburbs. A small number of residents submitted a proposal to the LGAB, proposing that the suburbs of Hamilton Hill and part of North Coogee (between South Beach and Port Coogee) be handed over to the City of Fremantle. The City of Cockburn rejected the proposal, and called for support by writing submissions to the LGAB and attending the public hearing in Hilton on 5 October 2016. Cockburn residents enthusiastically embraced this campaign, with more than 300 people attending the hearing and dozens of submissions being sent to the LGAB against the proposal. The City wrote a submission outlining the projected cost and impact on residents and community of the proposal.

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------|
| 254 | Records Management: Inconsistently applied record management practices | Record management policy and guidelines Training Dedicated resources ECM | High |

Comment

The City recently renewed and presented its Record Keeping Plan to the State Records Commission, and received a response confirming that an amended Record Keeping Plan needs to be submitted by 8 April 2017. The effectiveness of the City's Electronic Content Management (ECM) system remains satisfactory, but compliance with requirements to meet such obligations remain a priority issue. The City will develop a

Knowledge Management Plan, which will act as a guide to actions that will be taken to achieve best practices for record management compliance. Compulsory training (Staff & Elected Members) and leadership review of technological solutions will be scheduled for 2017. An assurance activity (Internal Audit - review of compliance) is also scheduled for 2017/18 financial year.

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 89 | SMRC: Closure of the SMRC or becomes no longer viable | All waste staff to remain informed on industry trends. Sit on advisory committee to SMRC. Alternative sites including private contractors, landfill (waste, recycling, green waste). Agreements with other facilities. Use of hopper camera to check contents in the bin. HWRP could landfill all kerb collected waste initially. EOI to determine consultants qualified to deliver a Commercial Materials Recovery Facility. Loan commitments will still be active though the risk of disposal of waste is reduced. DER reinstated full licence conditions | High |

Comment

At the time of this report, the City has now completed a Waste Supply Agreement with the SMRC for the period July 2017 to June 2020. This will provide certainty in disposing of domestic MSW at facilities other than landfill. There is no cost saving from the Waste Supply Agreement however, no waste to landfill is a significant win for the community and environment. The three year nature of the Agreement should lead into the current timeframe for the establishment of a waste to energy facility in Perth.

The City has also tendered the recyclables collected from residential households. There is a significant saving arising from a lower gate price and related transport costs. The third stream of waste, Green Waste from a third bin that will be supplied to all residential properties in the municipality (over 400 sq.m.), will be processed at the Henderson Waste Recovery

Facility to maximise the amount of Green Waste that can form a compostable material for re-use in the City. At the same time the City continues to plan for the introduction of a waste to energy facility in WA in and around 2020. New Energy, a possible W2E facility provider has amended its technology offering by changing to a form of Martin Grate technology. This technology is widespread around the globe and one understood by potential users of such facilities.

As a result of these mitigations, this risk rating for the SMRC will be reduced to a moderate rating, and this will be reflected in the operational risk register.

| Risk ID | Risk Statement | Existing Controls | Risk Rating |
|---------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 155 | Community Services Major Projects: Failure to coordinate Community Services major projects on behalf of the City of Cockburn | Contract independent specialist consultants, project control group, project working group, committees, Council reference group, consulting teams/meetings, financial monitoring, extensive project program, monthly progress reports, Risk Management Plans | High |

Comment

A Project Management Governance Framework has been developed, and the City has recently completed an internal audit of its project management practices, in order to understand the coordination of the City's projects. Research into technological solutions to manage projects is also underway.

Key officers involved in the Cockburn ARC project have given monthly updates on the progress of the development of Cockburn ARC to the Cockburn Central West Reference Group which is comprised of 8 Elected Members. The Project Managers have provided a detailed Project Management report each month to the Project Working Party which includes the update on the project Risk Register. All identified risks are being addressed with the Geothermal drilling being the highest risk factor for the project.

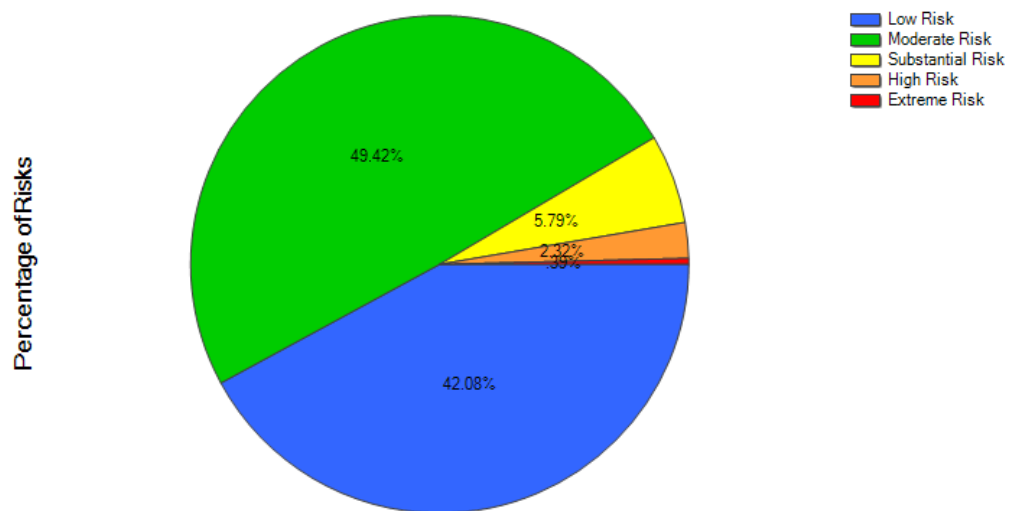
The independent Quantity Surveyor has double checked progress claims submitted by the builder to ensure works claimed have been completed and these have been checked again by the NS projects, the project superintendent. Multiplex the project builder achieved practical completion on 20 January 2017 prior to the contracted date of 1 March 2017. The Geothermal drilling contractor is now on track to complete their

works in accordance with the revised program. The notional date for the formal opening is 19 May 2017.

3. Risk Profile

All the City's risk information has been reviewed and transferred from the manual spreadsheets, and uploaded into RMSS. The distribution of risk ratings for both strategic and operational risks throughout the organisation is shown in the following risk matrix and pie chart. The pie chart demonstrates the overall image of the City's risk categorised into Low, Medium, High and Extreme risks. The distribution of the risk ratings is likely going to change as the City transitions through the Risk Maturity Road Map and reviews all operational and strategic risks.

Figure 1: Distribution of risk ratings as at 28 February 2017



EXTREME Risks – 0.39%
 HIGH Risks – 2.32%
 SUBSTANTIAL Risks – 5.79%
 MODERATE Risks – 49.42%
 LOW Risks – 42.08%

Figure 2: Risk Matrix - This matrix maps out the distribution of risks within the City’s Risk Matrix.

| | | Consequence | | | | |
|------------|---------------------|-------------|---------------|-----------------|-------------|---------------------|
| | | 1 Rare | 2 Possible | 3 Occasional | 4 Likely | 5 Almost Certain |
| Likelihood | Minor 1-1 | L | L | L | L | M |
| | Disruptive 2-2 | 12 Risk(s) | 61 Risk(s) | 59 Risk(s) | 27 Risk(s) | 3 Risk(s) |
| | Serious 3-3 | 4 Risk(s) | 15 Risk(s) | 19 Risk(s) | 5 Risk(s) | 1 Risk(s) |
| | Critical 4-4 | L | 8 Risk(s) | 6 Risk(s) | 3 Risk(s) | 1 Risk(s) |
| | Catastrophic 5-5 | M | 1 Risk(s) | 2 Risk(s) | E | E |

| | | |
|---|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E | Extreme | Significant impact making it unlikely for the organisation to achieve its objectives. Capability of the organisation Risk Treatment: Eliminated. Requires treatment to eliminate risk. Formal assessment and action plan prepared. |
| H | High | Significant impact making it difficult for organisation to achieve objectives. Will diminish capability of organisation. Risk Treatment: mitigate. Risk requires treatment to mitigate impact. Formal assessment and action plan prepared. |
| S | Substantial | Will Impact on the ability of organisation to achieve objectives or will diminish capability. Risk Treatment: Accepted with detailed review and assessment. Action Plan prepared. |
| M | Moderate | May Impact on the ability of organisation to achieve objectives or may diminish capability. Risk Treatment: Accepted with review. |
| L | Low | Little or no impact on the achievement of objectives or capability Risk Treatment: Accepted without detailed review. |

Generated On: Tuesday, 28 February 2017 16:48:33

Comments

All current HIGH and EXTREME risks will continue to be reported to this Committee quarterly. Attached to this report are detailed Strategic and Operational Risk Registers. All risks are being monitored and reviewed in accordance with the City’s framework. A detailed report on the effectiveness of the controls currently in place to mitigate risks will be brought back to the July 2017 Audit and Strategic Finance Committee meeting. As indicated by the pie graph (Figure 1) the City is proactively managing its risks with only 1 risk rated as Extreme and only

2.32% rated as High. Detailed information on each of the organisational risks including relevant risk actions are provided for in RMSS.

4. Business Continuity Program:

The City will be conducting the Business Continuity Plan testing in late March 2017 as per Risk Management Strategy. The last tabletop exercise was conducted 2 years ago to rehearse the Business Continuity Plan. This time the City will conduct a physical exercise to validate the effectiveness of the plan and to demonstrate capability in carrying out recovery tasks at the alternate site. The recommendations from this exercise will be presented to the July Audit and Strategic Finance Committee meeting, to further improve business continuity capabilities and enhance the competencies and effectiveness of the internal resources to prepare for and respond to disruptive events

Strategic Plan/Policy Implications

Leading & Listening

- Deliver sustainable governance through transparent and robust policy and processes

Budget/Financial Implications

Each risk identified may have its own financial implications which will be the subject of normal budget consideration.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

There are no risks associated with adopting the recommendation. However presentation of this report provides assurance that the City is actively monitoring and reviewing its risks and mitigating risks in accordance with the City's risk appetite.

Attachment(s)

1. City of Cockburn Strategic Risk Register
2. City of Cockburn Operational Risk Register

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13. PLANNING & DEVELOPMENT DIVISION ISSUES

13.1 (ASFC 16/3/2017) - LAND MANAGEMENT STRATEGY 2017-2022 (197/002) (A TROSIC) (ATTACH)

RECOMMENDATION

That Council adopt the Land Management Strategy 2017-2022, as attached to the Agenda.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

The City of Cockburn ("City") owns various land assets within the district in freehold, some of which have the potential to have an interest sold to enable the land asset to be realised. These interests range from the sale of the freehold ownership of the land, through to the sale of a commercial leasehold or licence interest in the land (commonly portion of land comprising portion of building). This has been a long standing practice of the City, whereby it seeks to utilise its land assets in an optimal way to realise the best outcome for the City. Approaching and planning this in a strategic way is a core purpose of the Land Management Strategy - achieving long term social, economic and environmental outcomes for the City.

The current Land Management Strategy concludes in the 2016/2017 financial year. The purpose of this report is to consider the adoption of a new Land Management Strategy, for the next five year period of operation from 2017 to 2022.

Submission

N/A

ReportOverview

Approaching and planning decisions regarding the City's land portfolio is an important consideration for Council. Decisions made in relation to whether to purchase, hold or dispose of an interest in land impacts on the financial position of the City, and also the nature by which a land parcel itself may or may not be developed. There is a complete spectrum of possible decisions that could be made in this respect, ranging from the sale or acquisition of freehold land, through to the sale or acquisition of a leasehold or licence interest in land. Approaching all these types of land decisions in a strategic way is a core purpose of the Land Management Strategy.

The Land Management Strategy seeks to set out where land should be held by the City, or where consideration may be made to acquire land considered to be of strategic significance. Establishing the strategic principles to underpin decisions in relation to the disposal, holding or acquisition of land is an important aspect of the Land Management Strategy also.

The Land Management Strategy also discusses various procedural requirements related to the management of the City's land interests. Naturally, it can be a very complex process, and accordingly identifying key aspects of legislative and procedural requirements is important.

In essence, the Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations.

Alignment to City of Cockburn Strategic Community Plan

The Land Management Strategy is aligned with the City's Strategic Community Plan 2016-2026. The Strategic Community Plan provides Council's vision to "build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area."

This Land Management Strategy is specifically aligned to four of the five Strategic Community Plan objectives:

| | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| City Growth | Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types |
| Economic, Social and Environmental Responsibility | Create opportunities for community, business and industry to establish |

| | |
|-----------------------------------|-----------------------------------------------------------------------------------------|
| | and thrive |
| Community, Lifestyle and Security | Provide for community facilities and infrastructure in a planned and sustainable manner |
| Leading and Listening | Ensure sound long term financial management and deliver value for money |

Strategic alignment is also achieved with the following documents:

- The City's Long Term Financial Plan;
- The City's Corporate Business Plan;
- The recommendations contained within the City's Phoenix Central, Hamilton Hill, Coolbellup and The Lakes Revitalisation Strategies.

The Land Management Strategy is about:

- Undertaking positions on land that allow the City to retain or develop assets capable of generating long term revenue;
- Providing financial gain through land development and sale that can be reinvested into other revenue generating projects and community infrastructure.

From a corporate strategic viewpoint, it provides a plan as to how the next five years will be approached in relation to the City's land portfolio.

Such an approach also seeks to acknowledge the dynamic nature of the property market, and how opportunities often arise in respect of the City's land assets. By having a framework based upon guiding principles and considerations in respect of land decisions, the City is able to remain agile and adapt as required to ensure opportunities which become available are harnessed.

Aim and Objectives

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community. The key objectives related to this aim are:

- To facilitate the effective management of the City's land portfolio;
- To establish open and accountable processes for dealing with the City's land, particularly ensuring that all land dealings are undertaken in accordance with legislative requirements;
- To identify City owned land that has the potential to be value added and realised upon, with particular coordination with market conditions and the organisational demands for funds to drive new strategic land and community infrastructure investment;
- To identify and implement methodologies in order to drive land disposal priorities;
- To appropriately plan both the financial and human resources required to undertake land disposal;

- To set out where land should be held by the City, based on the principle of such land contributing to the delivery of services undertaken by the City to achieve the outcomes expected of the Strategic Community Plan; and
- To identify City owned land that has value of a 'strategic' nature, to ensure development proposals optimise long-term financial benefits for the City.

Responsibility and Management Principles

The Land Management Strategy is to be adopted by Council. Once adopted, the implementation, monitoring and review of the Strategy is the responsibility of the City's Audit and Strategic Finance Committee. Administration of the Committee's decisions is the responsibility of the Director Finance and Corporate Services, in consultation with the Chief Executive Officer, Director Planning and Development and Strategic Planning Business Unit. The Strategic Planning Business Unit, and specifically the Land and Lease Administration Service Unit, is responsible for the specific implementation of land decisions according to the Land Management Strategy.

The Land Management Strategy also then identifies in detail:

- Land Asset Disposal Principles (Section 4.0);
- Land Asset Purchase Principles (Section 5.0);
- Joint Venture Considerations (Section 6.0).

These form the basis to decisions being made in respect of the City's land portfolio.

Key Land Projects for 2017 - 2022

In terms of the coming five year period, the Land Management Strategy identifies the following projects of land development:

| <u>Financial Year</u> | <u>Project ID</u> | <u>Forecast Income To Be Generated</u> |
|-----------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 2017/18 | Lot 1300 Goldsmith Street, Spearwood Lot 110 March Street, Spearwood Lot 80 Beeliar Drive, Success | \$1m \$1.5m \$1m |
| 2018/19 | Lots 805 and 9004 Beeliar Drive, Success Lot 40 Cervantes Loop, Yangebup Lots 24 and 646 Imlah Court, Jandakot | \$6m \$1m \$1.3m |
| 2019/20 | Lot 1 Berrigan Drive, South Lake Lot 103 Omeo Street, South Lake Lot 23 Russell Road, Success | \$5m \$1.3m \$1.5m |
| 2020/21 | Lot 33 Davilak Avenue, Hamilton Hill; Part Lot 9000 Plantagenet Crescent, Hamilton Hill | \$1.3m \$1m |
| TOTAL | | \$21.9m |

Nominated commencement dates have been identified for the projects, to ensure that both appropriate financial and human resources are available to undertake the projects. Initial forecasts indicate net income

of \$21.9M, however remaining entirely dependent upon the state of the broader economy and demand for land.

Expenditure and revenue amounts to arrive at net income have been calculated based on costs the City has incurred in undertaking recent subdivisions and sales of residential land. This only allows for costs to be indicatively based however, and accordingly future budgeting processes will require more detailed investigations to take place to enable specific costs to be quantified.

All budgetary requirements will be sourced from the Land Development and Infrastructure Reserve consistent with the current practice taking place.

Conclusion

The 2017-2022 Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations. It provides principles which will be used to underpin land decisions, and links at a strategic level to the City's Strategic Community Plan.

The Land Management Strategy will be reviewed annually, and used to inform budget and resourcing requirements associated with land development within the City.

It is recommended that Council adopt the Land Management Strategy 2017-2022.

Strategic Plan/Policy Implications

City Growth

- Ensure planning facilitates a desirable living environment and meets growth targets

Community, Lifestyle & Security

- Provide for community facilities and infrastructure in a planned and sustainable manner

Economic, Social & Environmental Responsibility

- Create opportunities for community, business and industry to establish and thrive through planning, policy and community development

Leading & Listening

- Ensure sound long term financial management and deliver value for money

Budget/Financial Implications

The following table indicates the key budget outcomes that were achieved in the previous Land Management Strategy:

| Financial Year | Project Highlights - Sale Of Freehold Ownership In Land | Total Income Generated |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 2008/09 | Rezoning, subdivision and sale of first stage of land on corner of Bartram Road and Tapper Road, Atwell Structure planning and sale of portion of Lot 14 Hammond Road, Success | \$6.57m |
| 2009/10 | Sale of second stage of land on corner of Bartram Road and Tapper Road, Atwell | \$3.47m |
| 2010/11 | Preparation of management plan, subdivision and sale of land at Progress Drive for new ice rink and extension to Adventure World Structure planning and sale of land at corner of Birchley Road and Beeliar Drive Structure planning, subdivision and sale of land at Lot 9000 Yangebup Road, Beeliar (Town Centre) | \$2.42m |
| 2011/12 | Hamilton Hill revitalisation land sales including new 30 lot subdivision stage 1 Phoenix Rise revitalisation land sales stage 1 Sump rationalisation and land sales | \$5.09m |
| 2012/13 | Hamilton Hill revitalisation and land sales stage 2 Structure planning, subdivision and sale of anchor Beeliar town centre site Rationalisation and sale of former rural drainage scheme land | \$20.27m |
| 2013/14 | Hamilton Hill revitalisation and land sales stage 3 Subdivision and sale of industrial lot within Bibra Lake to facilitate new business | \$3.47m |
| 2014/15 | Phoenix Rise revitalisation and land sales stage 2 | \$2.75m |
| 2015/16 | Phoenix Rise revitalisation and land sales stage 2 | \$2.3m |
| 2016/17 | Beeliar Drive Town Centre (north east and north west local centre lots) | \$11.1 |
| TOTAL | | \$57.44m |

Revenue generated from these projects has been used in the following ways:

| <u>Infrastructure Item</u> | <u>Land development and investment reserve funding</u> |
|----------------------------------------------------|--------------------------------------------------------|
| Cockburn Youth Centre | \$6.3m (2005/06) |
| Success Regional Sports Facility | \$3.1m (2009/10) |
| New City of Cockburn Health and Community Facility | \$28m (2014/15) |
| New City of Cockburn Operations Centre | \$15m (2015/16) |
| Cockburn ARC | \$2.5m (2016/17) |

The last five years has helped demonstrate the value of the Land Management Strategy in guiding land actions for the City to enable additional revenue to be generated for community infrastructure and other related projects. Revenue has also been used to maintain a positive position of the Land Development and Infrastructure Reserve,

enabling funds to be maintained to help undertake other actions associated with the Land Management Strategy. This ability to forecast, undertake actions and generate revenue are key objectives to the next iteration of the Land Management Strategy.

All budgetary requirements for the 2011 to 2016 projects will be sourced from the Land Development and Infrastructure Reserve consistent with the current practice taking place.

Legal Implications

Section 8.0 of the Land Management Strategy details processes in respect of land management. The *Local Government Act 1995* provides the key legislative requirements which must be fulfilled when the City makes any decision in relation to its land. In this regard, Section 3.58 (disposing of property) and 3.59 (commercial enterprises by local governments) are relevant. The City's Strategic Planning Business Unit will closely involve its solicitors at critical stages of the land management process to assist in maintaining legislative compliance with the requirements of the *Local Government Act 1995*.

Community Consultation

N/A

Risk Management Implications

The key risk in not adopting the new version of the Land Management Strategy is that the City may miss out on opportunities in which to achieve the most optimal position in respect of its land assets. This will represent an opportunity cost to the City, especially if forecast changes in the property market present it with new opportunities to pursue.

Attachment(s)

Land Management Strategy 2017-2022.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

14. FINANCE & CORPORATE SERVICES DIVISION ISSUES**14.1 (ASFC 16/3/2017) - DRAFT INTERNAL AUDIT REPORT - PROJECT MANAGEMENT (026/007; 067/001) (N MAURICIO) (ATTACH)****RECOMMENDATION**

That Council :

- (1) receive the Deloitte Internal Audit Report on Project Management, as attached to the Agenda; and
- (2) be provided with updates in 2018 and 2019.

COMMITTEE RECOMMENDATION**COUNCIL DECISION****Background**

At its July 2016 meeting, the Audit and Strategic Finance Committee adopted a three year Strategic Internal Audit Plan. The Internal Audit Plan was developed through the City's Risk Review Group (comprising cross functional Managers), with input from the internal auditor. The audit planning was informed by the City's Operational and Strategic Risk Registers, where assessed risk levels influenced audit priorities.

The internal audit assignments planned for the 2016/17 financial year are as follows:

1. Project Management (completed)
2. Rates Modelling (to be completed in April)
3. Internal Communications (planning underway)

Project Management was assessed as a high risk area within the City's Strategic Risk Register. Specifically, project management across the organisation was considered inconsistent and inefficient as highlighted in past organisational reviews and employee surveys. The likelihood of the risk eventuating to the level of critical consequences is frequent.

Submission

N/A

Report

The City's internal auditor, Deloitte was engaged to undertake an assessment of the City's governance, risk management and internal control over its Project Management Framework (PMF). The audit was to identify any key gaps in the City's PMF and to provide advice for further improvement, as well as to assess the effectiveness of the internal controls designed and implemented by the City over its PMF.

The results of the internal audit should inform the City on how it can design and apply a more comprehensive and effective plan for managing its strategic risk of "Inconsistent application of the project management framework to City projects".

The agreed audit scope included in the Terms of Reference (attached) required consideration of the following elements:

- PMF organisation and structure, including roles, responsibilities and capabilities
- Project planning, including:
 - Setting project scope/specifications and timeframes
 - Project costing
 - Approvals
 - Project risk assessment/management
- Certification requirements
- Project progress/performance monitoring and reporting, including information and communication processes and the City's use of its TechOne capabilities.

The Audit Scope also required the internal audit to answer the following questions:

1. Are projects appropriately recognised and categorised?
2. Has a defined project management methodology been established, setting the baseline for consistent project execution and delivery against time budget, cost budget and quality expectations?
3. Is a distinguishable project management culture evident across the organisation and/or specific to business units?
4. Has a project gateway process been established, to ensure projects align to the City's overall strategy?
5. Have project owners been established, with adequate training and qualifications?

6. Have appropriate governance mechanisms been established to ensure timely project reporting and oversight to increase the probability of project success?
7. Are appropriate mechanisms in place to facilitate cross project communication and transparency?
8. Are appropriate processes in place to ensure that project risks and issues are appropriately identified, analyse and managed throughout the lifecycle of the project?
9. Has a fit-for-purpose Project Management Office (PMO) function (or equivalent) been implemented with appropriate resourcing and skill-set?

The audit work was completed during February 2017 and the Auditor's report (attached) was received early March. A particular feature of this audit assignment was the extensive consultation undertaken with executive staff, senior managers and other relevant stakeholders in the delivery of project management services at the City. This consultation included an online survey completed by 51 relevant staff, which aimed to identify the organisational culture around project management. The level of consultation undertaken provides a high degree of confidence in the accuracy of the findings included in the Auditor's report.

Summary of Audit findings

In answering the nine questions posed, the audit has found that the City is practicing project management disciplines to varying degrees across the organisation. There are some good practices being independently adopted within some business areas, but there is an overall lack of consistency to project management across the organisation. The nature of the City's business results in an environment where many disparate projects are being simultaneously delivered. Whilst the City has a good track record in project delivery, there is no doubt that a more consistent and disciplined approach will lead to better outcomes and reduced risk.

The audit found that the City has laid a good foundation with the recent creation of its Project Governance Framework, but has made some suggestions to strengthen it. This includes greater guidance and definition around the needs of different types of projects. This can best be summed up as having different approaches for 'heavy', 'medium' and 'light' projects.

Another important finding was the City does not have an organisation-wide view of the status of all projects that it is undertaking. This limits the level of oversight desired by the executive in order to make more effective decisions. Linked to this is the lack of mechanisms to facilitate cross project communication and transparency, which inhibits the ability to plan for and minimise impacts from key projects on the

operations of the City. An organised planning approach is needed which identifies where to focus efforts and to identify problems early. This should enable generation of credible schedules, tracking and control of progress, and ultimately save time and money on projects.

For the governance framework to be effective, it needs to be supported by the development of an effective project management framework. The audit report makes it quite clear that the implementation of a project management framework supported by a technology solution will serve to address many of the gaps identified and the associated improvement opportunities. Project close-out (including handover and celebration) and recognition of lessons learned came out as significant weaknesses in the City's project management activities and need to be adequately addressed in the development of the framework.

It also makes a strong point that ownership of the framework needs to belong to someone and that careful consideration should be given as to whether this role is assigned at a senior management or executive level, or to a manager with strong project management capabilities (or a combination).

The audit report also states that consideration needs to be given as to whether the City should assign a dedicated role for assessing whether project gateway criteria has been met, facilitating communication between business units, collating reports for Executive oversight and facilitating risk and issues workshops to monitor and mitigate project risk. However, this will be a future consideration once the project management framework is implemented and the City has a better understanding of its reporting capabilities and requirements.

The audit report contains a proposed road map for the development and implementation of the project management framework. This has an initial target period of 12 months but acknowledges that it will take at least two years to mature and embed the framework as business as usual for the City. The continued delivery of targeted formal training specific to project participants' roles will be a key aspect of the rollout of the framework.

It is envisaged that a working group will be formed to co-ordinate and manage the progression of the project management framework and ensure that improvement opportunities identified through this audit are considered and addressed.

A really pleasing aspect identified through the audit is the common desire across the organisation to further improve the discipline of project management. This will serve to support the measures introduced by the organisation to improve its project management practice.

Strategic Plan/Policy Implications

Leading & Listening

- Deliver sustainable governance through transparent and robust policy and processes
- Ensure sound long term financial management and deliver value for money
- Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management
- Attract, engage, develop and retain our employees in accordance with the Workforce Plan and the Long Term Financial Plan

Budget/Financial Implications

The cost of the internal audit was covered by the City's budget for these services. Hourly fees are set in accordance with the WALGA supply panel contract for audit services.

There are potential cost implications from the implementation of some recommendations included in the audit report. However, any future budget requirement will be addressed at the appropriate time.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

The City has recognised Project Management as a high risk aspect of its operations (risk COC-STR-18) in its Strategic Risk Register. As a consequence, Project Management was prioritised for audit within the City's three year Strategic Internal Audit Plan.

It is important that the City adopts appropriate processes to ensure that project risks and issues are appropriately identified, analysed and managed throughout the lifecycle of projects. The audit recommendations include actions that enable this and should be followed up and implemented.

Attachment(s)

1. Project Management Internal Audit Report
2. FY17 Project Management Internal Audit - Terms of Reference

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

15. ENGINEERING & WORKS DIVISION ISSUES

Nil

16. COMMUNITY SERVICES DIVISION ISSUES

Nil

17. EXECUTIVE SERVICES DIVISION ISSUES

Nil

18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

19. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING

20. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS OR OFFICERS

21. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

22. CONFIDENTIAL BUSINESS

23. CLOSURE OF MEETING



STRATEGIC RISK REGISTER

Strategic Risk Detail Register

Directorate Chief Executive Office
Location Administration Building

Responsible Unit Executive Team
Risk Category: Organisational - Strategic Risks

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|-----|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 256 | Bush Fire: Fail to adequately manage bush fire risk exposure within City | Emergency Management Arrangements Interagency engagement (DFES and DPaW) Bushfire Risk Management Plan and fuel load register | Extreme (E) | Don Green | The City has engaged in a number of initiatives to reduce overall bushfire risk to the community. Initiatives include completing four hazard reductions burns with approximately 85 percent success in fuel load reduction. Although commenced later in the year than proposed, the burns were subject to unusual weather conditions during spring 2016. Further fuel load reduction by mechanical mulching and weed spraying was completed where prescribed burning was not possible or unsafe. Trailing a new concept of rural inspections by a Bushfire Risk Assessment Officer, as opposed to a member of the Rangers team. The trail has improved compliance and land owners understanding of fire prevention. To date, the Assessment Officer has issued 230 infringements, up 183 percent between for the period of 1 November to 18 January. |

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|-----|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 254 | Community Led Reform: Reignited local government structural reform agenda from community initiation | Community engagement strategy and framework Annual community perceptions survey Customer satisfaction survey Integrated planning framework Support for community groups \$50 000 has been directed towards response to the community initiated proposal seeking to transfer Hamilton Hill and North Coogee to City of Fremantle | High (H) | Stephen Cain | The Local Government Minister has dismissed a request for Hamilton Hill and North Coogee to be moved from the City of Cockburn to the City of Fremantle. During 2016, the Local Government Advisory Board called for submissions about whether the City of Fremantle should extend its border over these two suburbs. A small number of residents submitted a proposal to the LGAB, proposing that the suburbs of Hamilton Hill and part of North Coogee (between South Beach and Port Coogee) be handed over to the City of Fremantle. The City of Cockburn rejected the proposal, and called for support by writing submissions to the LGAB and attending the public hearing in Hilton on 3 October 2016. Cockburn residents enthusiastically embraced this campaign, with more than 300 people attending the hearing and dozens of submissions being sent to the LGAB against the proposal. The City wrote a submission outlining the projected cost and impact on residents and community of the proposal. |

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|-----|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 264 | Project Management: Fail to consistently apply project management methodology and implementation to City projects | Project management tools Staff training Cross functional meetings Long term financial plan | High (H) | Stuart Downing/ Margot Tobin | Establish project governance framework - Certificate IV in project Management has been conducted for relevant employees throughout the organisation to raise understanding in fundamentals of project management. The City recently conducted an Internal Audit process of its Project Management Framework and processes, and the report presented to the Audit Committee for consideration at the March 2017 meeting |

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|-----|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 265 | Records Management: Inconsistently applied record management practices | Record management policy and guidelines Training Dedicated resources ECM | High (H) | Stuart Downing | CoC recently renewed its Record keeping Plan to the State Records Commission and received confirmation for the amended plan to be submitted in April 2017. -The effectiveness of the City's ECM system remains satisfactory, but compliance with requirements to this obligation remain a priority issue. The City will develop Knowledge Management Plan, which will act as a guide for actions to taken to achieve best practices of record keeping compliance. An internal Audit of the Records Management is scheduled for 2017-18 financial year. |

Strategic Risk Detail Register

Directorate Chief Executive Office **Responsible Unit** Executive Team
Location Administration Building **Risk Category:** Organisational - Strategic Risks

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 255 | Water Availability: Reducing water availability to irrigate City and maintain service delivery and amenity | Water management plan Adapt landscaping plans Water recharge options Community education CCAP, Water Operating Plans | High (H) | Charles Sullivan | Prioritisation of resources - Implement water recharge options |
| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
| 249 | Community Relationships: Inability to effectively manage community stakeholder relationships and expectations | Community engagement strategy and framework Annual community perceptions survey Customer satisfaction survey Integrated planning framework Training and development of staff | Substantial (S) | Stephen Cain | Review community engagement strategies and internal coordination - Consider Community Consultation Unit (similar to DCU) - Develop internal communication framework - Engage and inform key project status to Elected Members -Identify Elected Member expectations on community engagement -Specific engagement with identified community groups - Funding in 16/17 budget for key projects which accord with the adopted revitalisation strategies |
| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
| 260 | Roads / Utility Infrastructure: Inability to deliver roads and utility infrastructure in line with population growth (e.g. increased population and traffic congestion) | Lobbying DCAs Integrated planning framework and review process Stakeholder communications | Substantial (S) | Charles Sullivan | Community Connect South Project (phase 3 for State Election) - Increase NBN lobbying - Increasing budget allocations to infrastructure from other areas |
| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
| 253 | State Political Agendas: Fail to navigate and effectively respond to changes to State political imperatives and agendas | Key contacts with Ministers, local members and their staff WALGA through zone meetings and GAPP | Substantial (S) | Stephen Cain | The WA state Election is scheduled for March. The result of the election will have a huge impact on the ROE 8 project, and funding of future projects for the City. |
| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
| 247 | Strong Financial Position: Inability to sustain City's strong financial position | Financial management practices Advocacy practices Financial discipline Long term financial planning | Moderate (M) | Stuart Downing | Risk Reviewed, and no changes to risk rating. The City is now updating its Long Term Financial Planning. As part of the process, the City is preparing contingency scenarios for cost increases to projects on the Long Term Financial Planning and the impact, and short-fall in grant funding for projects to proceed or be deferred. This feature will be part of the 2018/19 – 2027/28 LTFP |
| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |

Strategic Risk Detail Register

Directorate Chief Executive Office **Responsible Unit** Executive Team
Location Administration Building **Risk Category:** Organisational - Strategic Risks

| | | | | | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 248 | Funding Sources: Inability to accommodate changes in statutory fee allocations revenue funding sources (e.g. external, investment, development growth funding) | Advocacy through WALGA Specialist staff maintaining awareness of market changes | Moderate (M) | Stuart Downing | The City is working with WALGA, the sectors representative at the State and Federal levels of Government to highlight: Fees and Charges controlled by State legislation have not changed to cover the cost of the service mandated by the State for council to deliver. re the legislative environment has been altered for example the Building Act, income that came to the Council for the delivery of the service is now paid in part to the State Government. In addition, the City has prepared for WALGA a schedule of costs that have been shifted onto local government or a charge that has been increased far in excess of CPI without explanation. The City continues to highlight the cost imposed from State Government of additional charges and the need to recover the charges from ratepayers. |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-----------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 250 | Government Relationships: Inability to effectively manage key Government stakeholder relationships and expectations (e.g. WALGA, DLG&C, WAPC, MRWA, DoL, DER, DoW) | GAPP - CEO Forum Key contacts with agencies WALGA zone meetings | Moderate (M) | Stephen Cain | This matter remains a risk for the City. However, the control measures are still appropriate. The City continues to use its membership of the SWG, WALGA Zone and GAPP to promote issues of importance to the Local Government sector. By way of example, the GAPP recently facilitated separate briefings with the Minister for Local Government and the Shadow Minister for LG on advocacy plans for the State election. |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Residual | Risk Owner | Progress And Notes |
|----|------|-------------------|----------|------------|--------------------|
|----|------|-------------------|----------|------------|--------------------|

| | | | | | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------|----------------------------------------------------------------------------|
| 251 | Local Government Relationships: Inability to effectively manage neighbouring local governments and regional council relationships and expectations | SW Group - CEO/other Forum Key contacts with LGs WALGA zone meetings Partnerships Officer network groups Joint initiatives | Moderate (M) | Stephen Cain | Improve internal communications. Risk Reviewed, no changes to risk rating. |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------|----------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 261 | Digital / Social Media: Fail to identify and effectively capitalise on digital and social media trends | Integrated planning framework Social media strategy Social media platforms Shared resources | Moderate (M) | Stuart Downing | Develop Digital Communication Strategy. Corporate Communications will request that the position Digital Communications Officer be brought forward in the workforce plan from 2018-19 to q1 2017-18 as the digital and social media requirements have increased further. More videos are required, more platforms are being used (now Instagram is being used and the team is managing Twitter more effectively). Resource is required to manage the new website to avoid the quality deteriorating rapidly and immediately if there is no dedicated resource |
|-----|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Residual | Risk Owner | Progress And Notes |
|----|------|-------------------|----------|------------|--------------------|
|----|------|-------------------|----------|------------|--------------------|

Strategic Risk Detail Register

Directorate Chief Executive Office **Responsible Unit** Executive Team
Location Administration Building **Risk Category:** Organisational - Strategic Risks

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 263 | Allocation of Resources: Inability to have the right resources at the right time in the right place to meet City outcomes (Human inclusive of volunteers, Financial and Technical) | Workforce plan and associated strategies Training and development opportunities EBAs Employee value proposition Staff surveys | Moderate (M) | Stuart Downing | Improved use of various advertising channels (including social media). Refocus on essential requirements for success in a role (versus desirable requirements) and improved recruitment and on-boarding procedures that decrease time taken from advertising to offer (thus minimising potential for candidates to look elsewhere). |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------|
| 266 | Internal Communications: Inability to adequately communicate key messages and decisions throughout organisation | Team meetings Staff communication systems | Moderate (M) | Stephen Cain | Internal Communications Audit scheduled for 2017, Communications Strategy in draft format. |
|-----|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 267 | Compliance Requirements: Increasing compliance requirements remove focus from City service delivery | Stakeholder communications Workforce management Investing in technology | Moderate (M) | Stephen Cain | Risk reviewed, no changes to rating. Invested in software systems to assist in the delivery of compliance matters, ATTAIN, RMSS. The main investment to help mitigate this risk is the investment made in the City's Wide Area Network (WAN) and it's ICT infrastructure |
|-----|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 268 | Waste Management: Failure to provide and deliver sustainable and long term waste management objectives | Waste management strategy Master plan for Henderson Waste Facility Investigating alternative waste disposal SMRC membership Membership of key waste groups | Moderate (M) | Charles Sullivan | The City will enter into a three year waste supply agreement with the SMRC commencing July 2017 finishing June 2020. This will ensure that all domestic MSW waste is not disposed of through landfill but rather is processed through an alternative waste treatment facility. The City will tender, in the first half of the 2017 calendar year, for its recyclable waste also for a three year period. The third stream of waste, Greenwaste from a third bin supplied to all residential properties in the municipality, will be processed at the Henderson Waste Recovery Facility to maximise the amount of Greenwaste that can form a compostable material for re-use in the City. At the same time the City continues to plan for the introduction of a waste to energy facility in WA in and around 2020. New Energy, a possible W2E facility provider has amended its technology offering by changing to a form of Martin Grate technology. This technology is widespread around the globe and one understood by potential users of such facilities. |
|-----|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

Strategic Risk Detail Register

Directorate Chief Executive Office **Responsible Unit** Executive Team
Location Administration Building **Risk Category:** Organisational - Strategic Risks

| | | | | | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------|----------------|--------------------------------------------------------|
| 252 | Commercial Relationships: Inability to effectively manage key commercial stakeholder relationships and expectations (e.g. Frasers, Landcorp, Perron, JAH, Stockland) | Liaison meetings for major projects Informal relationship management | Moderate (M) | Stuart Downing | Formalise engagement plan with commercial stakeholders |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------|----------------|--------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 262 | Technology Use: Fail to identify and capitalise on the effective and efficient use of technology | Information services strategic plan Working groups with stakeholders Manager IS a member of the WALGA ICT Advisory panel where services and contracts are considered that have direct relevance on the services the City may procure. | Moderate (M) | Stuart Downing | Industry approaches to technology solutions – WALGA - Paperless strategies - Provider led technology solutions - Promote mentoring and supporting internal champions The City is approaching industry leaders to help set strategic direction (e.g. Cisco, Hitachi, etc.) regarding community and infrastructure services. - Paperless strategies remain an item of the City's IS Sustainability agenda. - As part of the IS Workforce Planning Review, an ICT Security Analyst has been recommended to help combat the range and complexity of risks facing the city's infrastructure on a daily basis. |
|-----|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 269 | Workforce Safety: Failure to provide a environment that promotes health, safety and wellbeing of staff | Safety management systems Dedicated safety resources - people and equipment Education and training Safety is a core value | Moderate (M) | Stephen Cain | Education and training -Auditing of the workplace - Zero Harm project Reward positive behaviours Investigate recycling of redundant SLLC gym equipment for setup within the Admin Centre and new Operations Centre to enable greater fitness and wellbeing opportunities |
|-----|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 270 | Public Safety: Failure to provide a environment that promotes health, safety and wellbeing of community | Hazard Risk assessments Asset management plans Occupational Health and Safety program | Moderate (M) | Stephen Cain | Launch of the Risk Management & Safety System in January 2017, which consists an Event/Incident module. This now allows for all employees to notify of Workplace Incidents online, and is supported by a good record keeping process, which also captures the investigation process, and provides a monitoring and reporting mechanism. Public Occupational Health and Safety register - Raise awareness of public on safety concerns |
|-----|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|---------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 258 | City Growth: Failure of City growth outcomes to be met | Forecasting reviews Integrated planning framework Lobbying Communication Strategy | Moderate (M) | Dan Arndt | Collaborative lobbying - SW Group - Branding Cockburn as a destination of choice within the Metropolitan Region - make it more competitive in attracting the dwindling investment taking place) |
|-----|---------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

Strategic Risk Detail Register

Directorate Chief Executive Office **Responsible Unit** Executive Team
Location Administration Building **Risk Category:** Organisational - Strategic Risks

| | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 259 | Built Environment: Failure of City's built environment to deliver appearance or quality outcomes as intended | Town planning scheme Council policies Budget provisions Corporate strategies (greening plan, public open space, public art) | Moderate (M) | Dan Arndt | Review greening strategy - Review urban infill programs. - Develop Greening plan. An Urban Forest Strategy to be developed - Ongoing community consultation- Development of Design Review Panel for major and complex applications to provide independent design advice on built form. |
|-----|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 271 | Business Continuity: Failure to develop robust processes to ensure business continuity in the event of a significant disaster | Business continuity plans and associated documents Continual testing of BCP | Low (L) | Don Green | Business Continuity Plan Testing scheduled for end of March 2017, with further plans to develop Location based BCPs, and increase staff awareness of BCPs and roles. Develop Crisis Management Plan |
|-----|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| ID | Risk | Existing Controls | Rating | Risk Owner | Progress And Notes |
|----|------|-------------------|--------|------------|--------------------|
|----|------|-------------------|--------|------------|--------------------|

| | | | | | |
|-----|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------|--------------------------------------------------------------------------------------------------------------|
| 257 | Coastal Hazards: Fail to consider and adequately manage coastal planning and related coastal erosion | CCAP Mitigation works Asset management plan Foreshore management plans State agency engagement Cockburn Sound coastal alliance Naval base shacks management plan | Low (L) | Charles Sullivan | Railway infrastructure and Robb Road coastal planning - Additional monitoring of structural coastal elements |
|-----|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------|--------------------------------------------------------------------------------------------------------------|



OPERATIONAL RISK REGISTER

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------|---------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 60 | Capital Projects Funding | Inability to secure and access required funding to deliver built facilities/projects | Infrastructure Services Unit | Project Management and Development | Low | Douglas Vickery | Proactive focus rather than reactive. Familiarisation with available external funding sources. Consistent project management framework | Conducting value management review of projects. Funding is constrained by Cockburn ARC. Work closely with Community Services on community funded projects to meet funding time line |
| 61 | Capital Projects Legislative requirements | Fail to obtain and comply with statutory requirements to deliver built facilities/ projects | Infrastructure Services Unit | Project Management and Development | Moderate | Douglas Vickery | Increase knowledge of statutory requirements. Comprehensive scope of work brief. Conduct Preliminary investigation work and develop comprehensive Project Plan. Engage planning and building services. Engage experienced and performing consultants. | Preliminary project plans completed for all projects between 2015-2016. On going engagement with Building & Planning |
| 62 | Capital Projects Staffing Resourcing | Failure to attract and engage appropriate staffing resources at the right time to deliver built facilities/projects | Infrastructure Services Unit | Project Management and Development | Low | Douglas Vickery | Organisational review resourcing levels. | Contracting out resources for Project Management for higher value projects |
| 63 | Stakeholder Engagement | Failure to adequately engage end users in the delivery of built facilities | Infrastructure Services Unit | Project Management and Development | Low | Douglas Vickery | Please review the existing controls and risk rating, and update RMSS accordingly | Review not due yet |
| 64 | Project Timeframes | Inability to align and deliver built facilities project timeframes with utility provider timeframes | Infrastructure Services Unit | Project Management and Development | Moderate | Douglas Vickery | Develop Consistent Project Management Framework | This has been identified as a Corporate Strategic Risk and a Tech 1 module is being proposed for adoption, development and implementation to follow. |
| 65 | Working Environment | Fail to provide a safe work environment for maintenance and cleaning staff. | Infrastructure Services Unit | Facilities and Plant | Low | Douglas Vickery | Development of a formalised reporting and actioning process. Development of a formalised reporting and actioning process | Ongoing. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|---------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 66 | Plant and Plant Equipment | Fail to maintain plant and equipment functional to meet operational requirements. | Infrastructure Services Unit | Facilities and Plant | Low | Douglas Vickery | Review operations center capacity and capability. Review plant and equipment budget and replacement schedule. | New operations Depot construction 75% complete. 2016 / 17 Plant Replacement Schedule has been confirmed. Facilities and Plant S/U is currently in process of delivering the program. |
| 67 | Operations Center Safety | Failure to control loss of plant and equipment at the operations center and ensure public and staff safety at the operations center | Infrastructure Services Unit | Facilities and Plant | Moderate | Douglas Vickery | Construction of new Depot. Completion of procedure updates (sign in sheets, inductions etc) and construction of new Depot Admin Building | New Operations Centre Administration Building approximately 75% complete. Progress to be reviewed upon completion of the new building and access. Action has been reviewed and the design of the front gate access will ensure safety and security of Staff and members of the public. Additionally, there will be manned security coverage of the new building via CoSafe after construction. |
| 69 | Coastal Council Assets | Inability to appropriately manage coastal Council assets (natural and built) and other infrastructure leading to loss of and/or higher rates of deterioration and associated maintenance costs. | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | develop and implement adaptation plans | The Cockburn Coastal Adaptation Plan finalised. Controls still current, Adaptation Plan prepared |
| 70 | Open Public Space | Loss of existing public open space in coastal areas | Infrastructure Services Unit | Marina and Coastal Services | Substantial | Douglas Vickery | Please review the risk, and controls, and update RMSS accordingly | Current mitigation measures still appropriate plus adaption plans and foreshore management plans being developed to account for the identified risk and treatments proposed. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------|---------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 71 | Coastal reserves and Wetlands | Failure to manage adverse environmental impacts on coastal reserves and wetlands (including loss of biodiversity) | Infrastructure Services Unit | Marina and Coastal Services | Substantial | Douglas Vickery | please review risk and update in RMSS accordingly, | No change to control action, currently satisfactory. |
| 72 | Asset Management Plans | Failure of Council and Services Areas to update and utilise asset management plans | Infrastructure Services Unit | Assets | Low | Douglas Vickery | Actions listed in the City's AMPs - Section 8 - Improvement and Monitoring Strategy | Ongoing review - the two year period is proposed to change to 4 yearly (subject to approval), To be reviewed - 4 yearly process for the AMPP proposed |
| 73 | Asset Management Legislation | Failure to comply with relevant asset management regulations (Accounting Standards) | Infrastructure Services Unit | Assets | Low | Douglas Vickery | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Annual Revaluations completed |
| 74 | Asset Management Data | Lack of reliable, accurate/or current data for asset management | Infrastructure Services Unit | Assets | Low | Douglas Vickery | ID: (2189)- Develop 4 year AMPP. | Currently developing a proposed 4 year Asset Management Planning Process which will remove the need for the 2 year AMPP. |
| 75 | Coastal Environment | Failure to provide a safe swimming environment along the coast | Parks & Environmental Services Unit | Environment Services | Moderate | Anton Lees | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Risk Reviewed, no change |
| 76 | Foreshore Environment | Failure to provide a safe and functional foreshore environment | Parks & Environmental Services Unit | Environment Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes |
| 77 | Staff Work Safety | Failure to provide a safe work environment for Parks and Environment staff | Parks & Environmental Services Unit | Environment Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Hazard reporting through the mobility architecture in the Parks Service unit. All JSA's currently being reviewed by HR and designated officers in the P&E business unit. |
| 78 | Environmental awareness | Failure to provide environmental awareness to the community | Parks & Environmental Services Unit | Environment Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Full Time Environmental Education Officer Appointed, Increased funding in operational account in 2016/17. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------|---------------------|------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 79 | Natural Environment | Failure to maintain, manage and enhance the City's natural environment | Parks & Environmental Services Unit | Environment Services | Low | Anton Lees | Workforce plan to list new staffing resources. Develop and implement Dieback Control Strategy. | Awaiting Depot Refurbishment, Risk reviewed, no changes to risk rating. |
| 80 | Trees and Vegetation legislative requirements | Failure to comply with Office of Energy regulations and Utility Provides Code of Practice in regards to trees and vegetation within the City | Parks & Environmental Services Unit | Environment Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Street tree master plan completed. |
| 81 | Tree Management | Failure to provide, maintain and manage trees within the City's POS, Bushland and Road Reserves. | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Implement a yearly street tree pruning program for trees under power lines | Current practice is to wait for Pruning list from Western Power and then its forwarded to the City's contractor for completion. The intent is to develop a system through the Street Tree Data base that will generate pruning lists under power lines direct to the City's contractor. |
| 82 | Playground Hazards | Failure to identify and address foreseeable hazards to playground users | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | 2016 Playground audit completed. No changes to the risk rating. |
| 83 | Sporting open Spaces | Failure to provide safe and appropriate surface to the City's district sporting open spaces | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Turf Audits completed. Annual Sports carrying capacity audit completed. No Changes to the risk rating |
| 84 | Park Equipment & Infrastructure | Failure to maintain and manage park equipment & infrastructure (park furniture etc.) | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed and no changes to rating. |
| 85 | Lakes Water Quality | Failure to maintain the water quality in Lakes and constructed water bodies | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Installed nutrient stripping basin in Yangebup lake to improve water quality. Investigating with DoW & Water Corp measures to reduce storm water flow directly into Yangebup lake without treatment. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-----------------------|------------------------------------------------------------------------------------------------|-------------------------------------|----------------|---------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 86 | POS Groundwater | Failure to manage the abstraction of groundwater for Public Open Space (POS) and streetscapes. | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Completed 2015/16 Annual Groundwater report. Issued to DoW |
| 87 | Complaints Management | Failure to respond to community complaints in regards to trees and vegetation issues | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed no changes to rating |
| 88 | Footpaths Safety | Failure to maintain safe and clear footpaths within the City's POS and bushland reserves | Parks & Environmental Services Unit | Parks Services | Moderate | Anton Lees | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes required |
| 89 | SMRC | Closure of the SMRC or becomes no longer viable | Waste | Waste Disposal | Moderate | Lyll Davieson | Plan for the withdrawal from the SMRC, Formalised business continuity plan with other facilities. Plan expenditure and strategic initiatives to incorporate insulation from the impact of waste reform. | Plans are well advanced to protect the City against this risk. Discussion with alternate providers has commenced and withdrawal from the SMRC is planned for 30 June 2017. The City has resolved to withdraw from the SMRC. Back up plans have been made in the event that the member councils reject the City's proposals. The City has withdrawn from the SMRC Project Participant's Agreement due 1/7/17 |
| 90 | Pollution | Failure to protect the environment adjacent to landfill | Waste | Waste Disposal | Moderate | Lyll Davieson | ID: (1114)- Develop Leachate Management Strategy | Leachate leak occurred on the south side of Cell 5. the adjacent bore will be reviewed every 6 months to ensure the groundwater has not been adversely impacted. LMP developed. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------|-----------------------|---------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 91 | Landfills Competition rates | Failure of the Site to compete with other metropolitan landfills | Waste | Waste Disposal | Substantial | Lyall Davieson | Disposal and recovery operation. Visit competitors operations to ensure HWRP remains a quality service. Consider alternatives to Landfill. Construct a MRF. Improve recycling initiatives | Risk Reviewed and the implementation of the recommendations in the Future Development Strategy for HWRP have not yet occurred. |
| 92 | MSW waste collection | Inability to collect msw Waste and operate the HWRP | Waste | Waste Collection | Moderate | Lyall Davieson | Please review the existing controls and risk rating, and update RMSS accordingly | Unemployment is now high and staff highly value their employment. |
| 93 | Waste collection requirements | Failure to engage with community to comply with correct use of bins | Waste | Waste Collection | Moderate | Lyall Davieson | Please review the existing controls and risk rating, and update RMSS accordingly | A full time Waste Education Officer has been employed. |
| 94 | Waste Staff | Failure to attract, maintain and retrain sufficiently experience/trained waste employees | Waste | Waste Collection | Moderate | Lyall Davieson | Staff restructure to employ, train and retain competent staff in sufficient numbers to fill leave requirements and emergency vacancies. | Labour market has changed where unemployment is high and the mining boom is over, leaving many qualified operator available. |
| 95 | Multi Units developments Collections | Failure to provide collection services from multi-unit developments or under width thoroughfares | Waste | Waste Collection | Low | Lyall Davieson | Ongoing education of Planning Teams. | Strong relationship have been made between Stat and Stat Planning Teams with Waste Services. All Planning Officers now refer applicant to the Waste Manager, or incorporate Waste Management in their assessment. |
| 96 | Methane Transfer | Failure to capture and safely transfer methane | Waste | Waste Disposal | Substantial | Lyall Davieson | ID: (1162)- This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | The Landfill Gas Management Plan has been created and is currently being implemented. |
| 97 | Road Design Projects | Failure to manage and control the process of developing and designing the road projects | Engineering Services Unit | Road Design | Low | Jadranka Kiurski | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed - no changes to rating. Ongoing - Standards are continually reviewed for all projects undertaken. |
| | Road Network | Failure to review the City's road network | Engineering Services Unit | Transport and Traffic | Low | Jadranka Kiurski | Ensure that the finance and human resources are available for a review and update of the current District Traffic Study (DTS) | Continued collection of traffic data on the City's roads to feed into future DTS |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------|---------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 99 | Roads Improvements | Failure to identify the City's road that needs an improvement or rehabilitation | Engineering Services Unit | Road Planning and Development | Moderate | Jadranka Kiurski | Program reviewed and updated | Completed, General Road Program reviewed and 2016/17 Road Program completed |
| 100 | Drainage management | Failure to align the drainage design program with the Drainage Management Action Plan | Engineering Services Unit | Road Design | Moderate | Jadranka Kiurski | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | The risk reviewed not changes required. All current design include the required standards. All required contractors have been utilised, the Fund for 2016/17 has been secured |
| 101 | pedestrians/ cyclists Network | Failure to adequately review the City's walking, cycling and trail network | Engineering Services Unit | Road Design | Low | Jadranka Kiurski | Review of Bike Plan 2010 and Trail Master Plan 2013 and preparation of Integrated Walking and Cycling Master Plan | The risk has been reviewed and there are no changes to the rating. The preparation of a new Bike and Walk Plan is in progress. |
| 102 | Road Design Standards | Failure to comply with current road design standards and guidelines | Engineering Services Unit | Road Planning and Development | Low | Jadranka Kiurski | Request adequate financial resources to undertake an external peer review on design for all large road construction projects. | Reviewed not changes in the Risk rating |
| 104 | Road Assets Planning | Failure to plan for the future maintenance and the road assets | Engineering Services Unit | Road Planning and Development | Low | Jadranka Kiurski | Ensure that the finance and human resources are available for a review and update of the current District Traffic Study (DTS). | Funding has not been secured for this financial year. Recent budget for the maintenance and road assets secured based on the current Traffic Study completed in 2013 |
| 105 | Travel Smart Program | Failure to execute and coordinate the planning, development, implementation and evaluation of sustainable travel, educational, and promotional projects in the City under the Travel Smart Program | Engineering Services Unit | Transport and Traffic | Moderate | Jadranka Kiurski | ID: (2071)- Review whether the TravelSmart Officer position remains a contract position or is made permanent. | A new TravelSmart Officer was employed at the start of 2016 to deliver the TravelSmart Program. Risk reviewed, no changes to rating. Formal reference group adopted by Council. |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------|---------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 106 | Subdivision Developments | Failure to manage the engineering aspects of planning and completion of infrastructure projects in subdivision developments | Engineering Services Unit | Road Planning and Development | Low | Jadranka Kiurski | Please review the existing controls and risk rating, and update RMSS accordingly | In progress |
| 107 | Development Guidelines | Failure to review the City's Development Guideline and ensure that it comply with IPWA's and the Planning Commission's standards and guidelines | Engineering Services Unit | Road Planning and Development | Low | Jadranka Kiurski | Request for an Engineering Compliance Officer to assist in large number of the customer requests related to the engineering issues | Request submitted but not approved in this financial year |
| 108 | Engineering requests | Failure to respond to the customer request related to the engineering issues | Engineering Services Unit | Road Construction | Moderate | Jadranka Kiurski | Please review the existing controls and risk rating, and update RMSS accordingly | In progress |
| 218 | Capital Works Road Program | Failure to manage and control the process of delivering CW Road Program | Engineering Services Unit | Road Construction | Moderate | Jadranka Kiurski | ID: (1560)- Review and update of project development and implementation process for road projects | Review will be conducted after middle budget review |
| 246 | Coastal Land Use | Failure to align Coastal land use planning and infrastructure design to the expected short and longer term environmental impacts affecting Council and/or private property/assets. | Infrastructure Services Unit | Marina and Coastal Services | Substantial | Douglas Vickery | Please review a, and nd rating update in RMSS accordingly | Current mitigation actions still appropriate plus additional action being taken to make representation to the DoL & CMAG on coastal adaptation planning issues and responsibilities LG vs State Govt. |
| 278 | Penholders Licence Management | Failure to manage Penholder Licences at Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Low | Douglas Vickery | ID: (2196)- Employ F/T position of Marina and Coastal Services Officer. Improve database, admin support | Risk review not due yet |
| 279 | Penholder Demand | Failure to accurately identify demand for Penholders at Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Improve database & market research | Risk review not due yet |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|---------------------|-----------------|-----------------------------------------------------------------------------------|-------------------------|
| 280 | Port Coogee Marina Customer Expectations | Failure to manage Customer Expectations at Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Low | Douglas Vickery | Please review the existing controls and risk rating, and update RMSS accordingly | Risk review not due yet |
| 281 | Port Coogee Marina Environment | Failure to Provide a Safe & Secure environment at the Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Customer Survey | Risk review not due yet |
| 282 | Jetty Structure, Infrastructure & Utilities | Inability to maintain jetty structure - fire hoses, infrastructure and utilities associated with the jetty at Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Develop and implement a Servicing & Maintenance Plan | Risk review not due yet |
| 283 | Facilities Standards | Inability to provide Australian Standard facilities, eg. Parking or ablutions | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Seek funding through business case submission, Identify new facility requirements | Risk review not due yet |
| 284 | Port Coogee Marina Fueling | failure to provide adequate and safe fuelling environment at Port Coogee Marina | Infrastructure Services Unit | Marina and Coastal Services | Low | Douglas Vickery | Take delivery of Contractor Risk Management Plan and signage provision | Risk review not due yet |
| 285 | Waterways Pollution | Failure to control pollution within the waterways | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Improve Signage, Response Plan Testing, Finalise WEMP Testing Regime | Risk review not due yet |
| 286 | Coastal Interface | failure to provide a safe, clean and amenable public environment, coastal interface at Port Coogee | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Please review the existing controls and risk rating, and update RMSS accordingly | Risk review not due yet |

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------|---------------------------------------------|------------------------------|-----------------------------|---------------------|-----------------|-----------------------------------------------------------------------------------------------------------|-------------------------|
| 287 | Beach Environment | failure to provide a safe beach environment | Infrastructure Services Unit | Marina and Coastal Services | Moderate | Douglas Vickery | Develop clear internal and external roles and responsibilities and service level provision understandings | Risk review not due yet |

EXECUTIVE SUPPORT OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------------------|------------------------------------------------------------------------------------------|--------------------------|---------------|---------------------|--------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 212 | Civic Events | Inability to support civic events program | Strategy & Civic Support | Civic Support | Low | Margot Tobin | Please review the existing controls and risk rating, and update RMSS accordingly | Minor restructure with Civic Support Officer (0.42 FTE) commencing for Citizenship. This role will understudy Civic Support Coordinator. Risk reviewed, no changes to rating |
| 213 | Civic Functions | Inability to support Administration Building functioning | Strategy & Civic Support | Civic Support | Low | Margot Tobin | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes to rating |
| 214 | Security Access to Administration building | Failure to control access and security to Administration Building during Civic functions | Strategy & Civic Support | Civic Support | Low | Margot Tobin | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed - identified need for more security reminders to staff and Executive |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------|-----------------------------------------------------------------------------------------------------|------------------------------|------------------------------------|---------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20 | Staff Recruitment | Failure to attract , retain and engage the right staff. | Human Resource Services Unit | HRM/Learning & Development Service | Low | Cliff McKinley | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed - no changes to rating |
| 21 | Fair Work legislation | Failure to comply with Legislation e.g.. Fair work, EO Act. | Human Resource Services Unit | HRM/Learning & Development Service | Moderate | Cliff McKinley | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, and no changes to risk rating |
| 22 | Payroll Processing | failure to process payroll accurately and in a timely manner. | Human Resource Services Unit | Payroll Service | Moderate | Cliff McKinley | Please review the existing controls and risk rating, and update RMSS accordingly | Training of HRBP's increased. Checking systems in place. Additional check process in place. HRBP's also trained on system requirements. Cockburn ARC will introduce 300+ employees and introduce additional complexities. |
| 23 | Learning and Development | Failure of HR to oversee equitable and prioritised distribution of learning and development budget. | Human Resource Services Unit | Payroll Service | Low | Cliff McKinley | Integrate performance management and learning and development systems with workforce plan. | L&D Plan and Workforce Plan completed. |
| 24 | Safety Standards | Failure of HR to monitor and influence safety standards and behaviours within the organisation. | Human Resource Services Unit | Safety Service | Low | Cliff McKinley | Zero harm Program | Zero Harm program rolled out. Reporting improved. No change to risk rating. |
| 25 | Records Storage | Failure to store records in a safe and suitable facility or location. | Information Services Unit | Records | Moderate | Keith Fitzpatrick | Relocate the remaining archives from the Depot storage room (building records) and Depot sea container (scanned property files) to Grace Records Management | Records stored in the Depot storage room have been transferred to Grace Records Management. Records within the sea container are still to be transferred. Risk reviewed, no changes to rating |
| 26 | User Expectations | Fail to manage user expectations for infrastructure devices and technologies. | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | Ensure ICT staff across contemporary and future technologies, Increase ICT resourcing. Improve internal processes. | Ongoing, ICT to be involved in project stakeholder consultation at project initiation. Internal IS Project Management process now bearing fruits. Risk reviewed, no changes to rating |
| 27 | ICT Help Desk | Fail to provide a timely and effective ICT support service | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | I Develop Service Management Catalogue. Contract Development Schedule. Develop On Call Roster | Informal Service Management Catalogue in place, still to develop formal catalogue. No on call roster as yet, looking to develop this next year. To be developed 2016-2017 |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 28 | Communications | Failure to provide continuity of data communication systems. | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | Wi-Fi Network improvement project. Review Redundant Wide Area Network links. SIP Implementation. Replacement of existing microwave WAN links with MPLS fibre-based links via external service provider. Review Redundant Wide Area Network links. | SIP Implementation all complete, Still in design phase of Wi-Fi improvement project. Currently reviewing microwave links to be replaced with fibre connections |
| 29 | Business Systems Continuity | Fail to maintain continuity of business systems. | Information Services Unit | Business Systems | Moderate | Keith Fitzpatrick | Document enterprise architecture. Application Monitoring System. | This is a BS Project for 2016/17. Project Brief being prepared by Database Systems Analyst. |
| 30 | Business Systems Integration | Failure to integrate existing core business systems for information management services. | Information Services Unit | Business Systems | Moderate | Keith Fitzpatrick | Continue integration of systems. Develop Business Systems Program of Works. Increase staff knowledge and awareness. Develop Cloud Strategy Roadmap including guidelines for procurement and integration of software systems. Establish service level agreements and KPIs. Informed of and consulted in all new software purchases. | Web Service Integration with Dept. of Commerce - Building Applications Clearweigh - Property & Rating - Trailer Passes and Debtor Syncing. MS Project Plan developed. The current risk action have adequately addressed the system integration risk identified in BS Continuity Plan. Required to "reproduce" to the excel action plan. Intranet - Document search from ECM |
| 31 | Telephony Systems | Failure to provide continuity of telephony communication systems. | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | Design telephony network | A project is currently underway to replace the City's telephony system. |
| 32 | Records Mail room | Fail to provide a safe work environment for record management services staff in opening arriving mail. | Information Services Unit | Records | Low | Keith Fitzpatrick | Ongoing awareness training and conducting of emergency procedure drills for harmful substances in mail. | Hazardous mail handling training was completed by 2 x Records Officers and a summary of learning's presented to the rest of the team during a team meeting. Spill kit purchased and staff taken through its use. |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 33 | Recording Information process | Fail to process and make available records in a timely and efficient manner to the organisation and public. | Information Services Unit | Records | Substantial | Keith Fitzpatrick | Increase staff knowledge and awareness. Continue integration of systems. Review Recordkeeping Plan | Reviewed and updated the online Recordkeeping Awareness training module. Continued to run regular ECM training. New Records Management Policy and Guidelines were adopted and information sessions held for staff. Integration between ECM and Property and Rating was implemented in July 2016. Risk reviewed, no changes to rating. |
| 34 | Facility Projects | Fail to be engaged within early stages of new or upgraded facility projects for ICT requirements. | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | ICT engaged as project stakeholder in all phases of projects. | Ongoing progress, project management governance framework in development. Risk reviewed, no changes to rating |
| 35 | Security | Fail to proactively monitor security data and usage to prevent unauthorised usage and abuse of systems. | Information Services Unit | Information Technology | Moderate | Keith Fitzpatrick | Develop User training Program, Implement intrusion detection systems. Outsource some services. Security audits. Review and improve ICT policies. | City is carrying out Penetration Testing/Ethical Hacking Task as a regular test of our systems and processes. Prepared statement of works for penetration test to be carried out. Project not yet initiated. Prepared statement of works for penetration test to be carried out. No services yet sourced. Planning to move email to cloud-based service. Recently reviewed key ICT policies as part of DAPPS process. |
| 36 | Tender Processes | Fail to comply with legislation and City policies for procurement. | Financial Services Unit | Procurement | Moderate | Nelson Mauricio | Set sourcing KPI for the Team to ensure coverage. Review Project Kick-off Form by Strategic P M. Rollout addition training in Evaluations & Tender awareness. | KPI measured informally - new BI system been investigated. eProcurement Project accepted and awaiting implementation. |
| 37 | Contract Management | Failure to have effective contract management and monitoring processes | Financial Services Unit | Procurement | Moderate | Nelson Mauricio | ID: (948)- Publish new Procurement guidelines to the CMS. Monitor Suppliers and Contractors via a eProcurement system. Monitor the use of eQuotes. | Action not yet started due to prioritisation of the review to the purchasing documents. Review complete - No change to rating. New Contract performance role appointed to commence post Cockburn ARC. The eQuotes system was reviewed with a new system chosen to replace and improve the effectiveness in monitoring our suppliers/ contractors. |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------|---------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 38 | Supplier Database | Failure to develop and maintain a Supplier Database that meets the needs of the City and provides value for money for its procurement spend | Financial Services Unit | Procurement | Low | Nelson Mauricio | Development of stage 2 of the eProcurement (Apet 360) system. Publish new Procurement Guidelines to the CMS. Add approved suppliers to eQuotes. Publish new Procurement Guidelines to the CMS | Risk reviewed - no change to rating. Partial completed - awaiting on final review on supplier engagement document. Approval supplier will be updated to a new eProcurement system |
| 39 | Purchasing Activities | Failure to manage and deliver Purchasing activities effectively | Financial Services Unit | Procurement | Moderate | Nelson Mauricio | Provide refresher training on the quotes and the eQuotes process. | Risk reviewed - no changes, Induction procedures updated. Refresher training completed. Further training required with new system. |
| 44 | General Ledger | Failure to effectively manage the City's general ledger and chart of accounts to meet financial management requirements. | Financial Services Unit | Rates and Revenue | Moderate | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | The City's financial accounts, ledgers and accounting processes have passed external audit scrutiny and resulted in an unqualified audit opinion. Also, the interim audit management letter had very few issues listed that have now been dealt with. |
| 45 | Investment Portfolio | Failure to manage the City's funds and investment portfolio to maximise return, optimise cash flow and comply with LG Act and regulations. | Financial Services Unit | Accounting Services | Moderate | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Existing control measures have not changed during review period. However, investment targets are now set well within policy limits for credit rating exposures to ensure compliance at all times. |
| 47 | GST legislative Requirements | Failure to comply with GST legislative requirements. | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | This risk is not due for review yet |
| 48 | FBT legislative requirements | Failure to comply with FBT legislative requirements. | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | This risk is not due for review yet |
| 50 | Insurance Claims | Failure to process insurance claims in a timely and accurate manner | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | This risk is not due for review yet |
| 51 | Insurance Cover | Fail to adequately ensure City's insurable exposures are covered. | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes to risk rating. |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------|---------------------|---------------------|-----------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 52 | Petty Cash Distribution | Failure to provide and monitor a timely petty cash service to the City's service units. | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to risk rating. |
| 53 | Credit cards | Failure to properly manage and oversee the provision of corporate credit cards to authorised officers | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to risk rating. |
| 54 | Payments | Failure to pay creditors accurately and on time | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | This risk is not due for review yet |
| 55 | Property Rating | Failure to levy and collect property rates in an effective and compliant manner. | Financial Services Unit | Rates and Revenue | Moderate | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | This risk is not due for review yet |
| 56 | Property Ownership Information | Fail to maintain accurate and current property and ownership databases. | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Due to new staff and lack of resources, this risk wasn't completed by 30 December and therefore requires further review. It is now planned for review by 30 June 2017. There is a plan to verify Landgate data against P&R data to verify ownership against each property. Dialogue has commenced between departments (currently Customer Service) on how to ensure correct property / ownership details are maintained / communicated. The risk score will remain the same. |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------|---------------------|-----------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 57 | Banking process | Failure to manage and provide banking & receiving services in an effective, secure and timely manner | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Due to new staff and lack of resources, this risk wasn't completed by 30 December and therefore requires further review. It is now planned for review by 30 June 2017. There will be further implementation of electronic payments by 30 June - with a planned increase in allocated EFT's and direct debits, reducing the risks associated with cash handling. The risk score will remain the same. |
| 58 | Debt Collection | Failure to correctly raise and collect debts owed to the City in a timely and accurate manner. | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to rating. |
| 59 | Infringements funds collection | Failure to properly manage the statutory collection of the City's Infringements | Financial Services Unit | Rates and Revenue | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Currently reviewing processes and building knowledge of other staff within team. |
| | 272 | Job Costing | Failure to maintain accurate and up to date job costing data for engineering works and services. | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly |
| 273 | Budget Information | Failure to collect, analyse and produce budget data and documentation that satisfies stakeholder expectations | Financial Services Unit | Accounting Services | Moderate | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Policy and procedures have been reviewed and updated where necessary during the year. Budget targets for 2015/16 were broadly met. |
| 274 | Budgeting Statutory Compliance | Failure of the annual budget to comply with the Local Government Act and Financial Management Regulations | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to risk rating. |

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|---------------------------|-------------------------------------------------------------------------------------------------|-------------------------|---------------------|---------------------|-----------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 275 | Assets Records | Failure to maintain accurate financial records for the City's fixed assets | Financial Services Unit | Accounting Services | Moderate | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | In 2018, the Auditor General will take over the auditing process. |
| 276 | Grant Acquittal Reporting | Failure to prepare and submit grant acquittal financial reports in a timely and accurate manner | Financial Services Unit | Accounting Services | Low | Nelson Mauricio | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to risk rating. |
| 277 | Financial Reporting | Failure to produce accurate, timely and relevant financial reporting for the City. | Financial Services Unit | Accounting Services | Moderate | Nelson Mauricio | Review DFA matrix for approval of transactions. | Risk reviewed. No changes to risk rating. SBMG has been provided with the DFA listing for yearly approval and authorisation. This has been completed for the year ending audit 2015/2016. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------|---------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 109 | Library Collections | Failure to provide stock in libraries that meets changing community needs | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No change in rating. |
| 110 | Libraries Events and Programmes | Failure to provide events and programmes at libraries that meet community needs | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Events and programs implemented in all libraries. Risk reviewed no changes to rating. |
| 111 | Information Distribution | Failure to provide timely, relevant and accurate information for the community at libraries | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Risk Reviewed. No changes to rating. |
| 112 | Technology Trends | Failure to maintain technology and systems in libraries that meet consumer expectations | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Risk Reviewed. No changes to rating. |
| 113 | Library Facilities Safety | Failure to provide safe and socially inclusive library facilities | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Implement eSmart accreditation to improve cyber safety for library users and staff | Signed up to eSmart Accreditation. Risk reviewed no changes to rating. |
| 114 | Materials Delivery | Failure to provide and deliver relevant materials to residents who are physically incapable of visiting the library | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed and no changes to rating |
| 115 | Local History Preservation | Failure to capture, promote and preserve local history | Library Services | Collbelup Library | Low | Linda Seymour | Develop a brief to engage appropriate local historians to perform research and provide necessary information. | Funding for local history update has been approved. Ongoing development over the next 12 months. |
| 116 | Library Staff Safety | Failure to provide a safe working environment for employees at libraries | Library Services | Collbelup/Success/Spearwood Library | Moderate | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Staff have completed training on dealing with anti social behavior. Manual handling has been improved at all three libraries with the installation of auto lift desks. |
| 117 | Library Human Resources | Fail to retain knowledge, skills and experience within library service. | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Development of City wide Workforce plan. | Updated organisational chart and implemented new recruiting plan. |
| 118 | Inappropriate library Internet Usage | Fail to control and manage inappropriate or unauthorised access to online content. | Library Services | Collbelup/Success/Spearwood Library | Low | Linda Seymour | Please review the existing controls and risk rating, and update RMSS accordingly | Reviewed and updated policy and guidelines |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------|---------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 119 | External Working relationships | Failure to maintain effective working relationships with stakeholders (Police, DFES, , Communities) for effective Ranger services needs | Recreation & Community Safety | Rangers and Community Safety | Low | Robert Avard | Develop MOU with DFES and WAPO | Revised MOU with WAPOL have been undertaken and signed off . |
| 120 | Rangers Staff recruitment | Failure to maintain Ranger job specific knowledge | Recreation & Community Safety | Rangers and Community Safety | Low | Robert Avard | Ongoing promotion of professional development promotion within the team. Provision of new EBA and award | Risk Reviewed no changes. Ongoing currently 4 rangers obtaining their Cert IV |
| 121 | Rangers Statutory Legislation requirements | Failure to interpret and apply correct acts, regulations and local laws in providing ranger services. | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Provision of further training for staff. Corporate membership of WA Rangers Association. Upskilling of all PSS staff via customised training. | Risk reviewed no changes to rating. Ongoing and required within the contract with service provider |
| 123 | Rangers Safety | Failure to provide a safe working environment for Rangers staff | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | Risk Reviewed no changes to rating |
| 124 | Community Safety Information | Failure to provide adequate information to public in relation to community safety and ranger services | Recreation & Community Safety | Rangers and Community Safety | Low | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | Ranger SOP's regularly being reviewed and update to changing environment needs. new KPI's to soon be introduced to reflect better target measures |
| 125 | Parking | Failure to meet community expectation in regards to parking compliance | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Ensure greater education is provided to community of parking related matters. Continued working relationships with City Traffic Engineers on parking related matters. Consideration of additional Parking Officer to accommodate increasing demands. | City's Parking Compliance Officer continues to have regular monthly meeting with key parties from Engineering services. preparing priority listing of schools with parking problems. |
| 126 | Rangers Workloads | Failure to balance core work with miscellaneous duties of Rangers Services | Recreation & Community Safety | Ranger and Community Safety - Emergency Management | Low | Robert Avard | More information and education to internal departments on the Ranger Services function and authorisations to ensure jobs are allocated to the correct areas in the first instance | Risk reviewed and no changes at this time |
| 128 | Fines Enforcement | Failure to issue, verify and record information accurately for Fines enforcement | Recreation & Community Safety | Rangers and Community Safety | Low | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed no changes to rating |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------------|--------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------|---------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 129 | Mobile Security Contract management | Contract Management Failure (Mobile Security Services) | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Link between the City and Contractors; KPIs | contract still current and KPI's being met. |
| 130 | Security Request Response | Failure to respond to community patrol and security requests in a timely manner | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Ongoing review of staff resources. Develop policies and procedures | Customer Services responsible for this project. SOP's reviewed |
| 131 | CCTV Monitoring | Failure to effectively manage the control and use of CCTV within the City | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Link within PD of CCTV Operations Officer that training and skills levels are maintained to required technological CCTV and IT levels and for this also to be linked to the relevant officers performance appraisal. Include with in CCTV specifications in areas of high risk the need to include alerts or tamper warning systems be installed to advise officers when CCTV cameras are being tampered with as well as proposed installation of anti theft bars on CCTV external | Ongoing training, in line with new regulations and CCTV requirements. All CCTV cameras are installed with security brackets. Cameras in high risk areas have been installed with additional security brackets. Completed and linked to City's business and community score card |
| 132 | CCTV Staff Retention | Failure to ensure appropriate and knowledge is retained within service area for CCTV | Recreation & Community Safety | Rangers and Community Safety | Moderate | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | CCTV Op Officer currently being trained in CCTV operation and logistics |
| 133 | Safety and Community Expectations | Failure to understand and meet community's safety and security needs | Recreation & Community Safety | Ranger and Community Safety - Emergency Management | Low | Robert Avard | Complete Bushfire Risk Management Plan | New City Community Safety and CCTV Strategic Plan 2016-2021 has been prepared in draft for Council consideration |
| 134 | Bushfire Legislation | Failure to meet bushfire obligations | Recreation & Community Safety | Ranger and Community Safety - Emergency Management | Substantial | Robert Avard | Evacuation Centre Training. Ongoing review of LEMA | Chief Bush fire control officer appointed all other inspections etc is tracking as required. additional responsibility placed on local authorities for Bush fire management. controlled burns completed.. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------|---------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| 135 | Emergency Management | Failure of the City to meet legislative Emergency Management Obligations | Recreation & Community Safety | Ranger and Community Safety - Emergency Management | Substantial | Robert Avard | Amend Local Emergency Management Arrangements to include annual review, desktop exercises. Action has to be undertaken at the State level to have legislation amended to compel compliance by Crown land owners. | Scheduled for 2017 in conjunction with BCP testing. Emergency Management Plan has been completed and current. |
| 137 | Sports and Recreation funding programs | Failure to effectively administer the City's sport and recreation funding programs | Recreation & Community Safety | Recreation | Low | Robert Avard | Review of conditions of hire. Review of roles of two bookings staff members | Risk review not due yet |
| 138 | Bookings Management | Inability to effectively manage the bookings of City's Recreation Facilities | Recreation & Community Safety | Recreation | Low | Robert Avard | Review of bookings processes and procedures | Risk review not due yet |
| 139 | Sporting Reserves and facilities | Failure for seasonal user groups to provide and update usage requirements for sporting reserves and facilities | Recreation & Community Safety | Recreation | Low | Robert Avard | Reliance on peak bodies. Reliance on volunteers. | Awaiting confirmation from SSA's as to fixturing for 2017. Reminders sent to all club representatives and majority of bookings received. |
| 140 | Scheduled Recreation Programs & Services | Inability to provide community of scheduled recreation programs and services | Recreation & Community Safety | Recreation | Low | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | Risk review not due yet |
| 141 | Council Funded Recreation Projects | Failure to provide diligence in execution of Council funded Recreation Projects | Recreation & Community Safety | Recreation | Moderate | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | draft strategic Community and recreation facilities Plan prepared for consideration by executive. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-----------------------------------|-------------------------------------------------------------------------------------------|-------------------------------|---------------------|---------------------|--------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 155 | Community services major Projects | Failure to coordinate Community Services major projects on behalf of the City of Cockburn | Recreation & Community Safety | Recreation | High | Robert Avard | ID: (1376)- Develop Project management framework | <p>Key officers involved in the project have given monthly updates on the progress of the development of the Cockburn Arc to the Cockburn Central West Reference Group which is comprised of 8 elected members. The Project Managers have provided a detailed Project Management report each month to the project working party which includes the update on the project Risk Register. All identified risks are being addressed with the Geothermal drilling being the highest risk factor for the project.</p> <p>The independent Quantity Surveyor has double checked progress claims submitted by the builder to ensure works claimed have been completed and these have been checked again by the NS projects, the project superintendent.</p> <p>Multiplex the project builder achieved practical completion on the 20th January 2017 prior to the contracted date of the 1st march 2017. the Geothermal drilling contractor is now on track to complete their works in accordance with the revised program. The notional date for the formal opening is the 19th May 2017.</p> |
| 157 | Grant acquittals | Failure to acquit grants in accordance with funding agreements | Recreation & Community Safety | Grants and Research | Low | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | Review carried out on outstanding acquittals completed.No changes to rating. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------|---------------------|--------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 158 | Donations and Sponsorship | Failure to process and evaluate applications for grants, donations and sponsorship for Cockburn Community Fund | Recreation & Community Safety | Grants and Research | Moderate | Robert Avard | Please review the existing controls and risk rating, and update RMSS accordingly | risks reviewed and no change to rating required. |
| 160 | Administering Medication | Failure to administer and oversee correct medication for aged and people with disabilities within the community | Community Development & Services | Childcare Services/Seniors | Low | Gail Bowman | Review Policy and Procedures | Best practice expectations have changed and Policy and Procedure needs to be updated to comply with latest training. |
| 161 | Support Workers | Failure to manage support workers behaviour and interaction with Aged and Disabled clients within home care | Community Development & Services | Childcare/Seniors Services | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed no changes to rating. |
| 162 | Staff Safety | Failure to provide a safe working environment for staff (CCC) | Community Development & Services | Childcare/Seniors Services | Substantial | Gail Bowman | Review of the Staff Handbook and Induction Information | A significant amount of work has been undertaken with the zero harm OS&H program |
| 163 | Disability Legislative requirements | Failure to comply with the Disability Act legislation | Community Development & Services | Childcare/Seniors Services | Low | Gail Bowman | Schedule training on Disability Service Standards and Service Principles for all relevant staff | External Quality Evaluation currently in progress, expect report and actions by the end of November 2016. |
| 164 | Support workers skills | Failure to engage support workers with suitable skills and qualifications (CCC) | Community Development & Services | Childcare/Seniors Services | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Opportunities exist for expansion into Nursing services and mental health services. Staff need more training to deal with the challenges of WA NDIS services for people with mental illness. |
| 165 | Support Services Continuity | Failure to provide continuity or support services at agreed service standards | Community Development & Services | Childcare/Seniors Services | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Successful HCP Triennial Audit 2015, Successful HCP Contact Visit 2016, Successful HACC Client Pathway Review 2016, WA NDIS Quality Evaluation in progress November 2016 |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------|---------------------|-------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| 166 | External Working relationships | Inability to maintain effective working relationships with DSS, WA Dept. of Health & DSC | Community Development & Services | Childcare/ Seniors Services | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Recent meeting with WA Dept of Health to discuss low hours of service against contract. Current plans well received by Contract Officer. |
| 167 | External Funding | Inability to obtain and maintain external funding to meet Aged and Disability expectations within the community | Community Development & Services | Childcare/ Seniors Services | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed and no changes to rating. |
| 168 | Kwobarup Social Group | Failure to provide culturally appropriate centre based and community based activities that meet Aboriginal needs at Kwobarup Social Club | Community Development & Services | Cockburn Community Care | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Garrgatup project has improved client numbers and network partners |
| 169 | Specialised Dementia Support | Failure to provide specialised dementia support to meet needs of clients with Dementia | Community Development & Services | Cockburn Community Care | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed no changes to rating. |
| 170 | Cognitive Disabilities | Inability to provide specialised support to meet the needs of people with cognitive disabilities | Community Development & Services | Cockburn Community Care | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed no changes to rating. |
| 171 | Transportation for Aged and Disabled persons | Failure to provide appropriate transportation for Aged and Disabled people that meets the priority of need to access community facilities | Community Development & Services | Cockburn Community Care | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Buses have been replaced. It is still impossible to meet contract hours, |
| 172 | Individualised Support | Failure to provide individualised support and assistance for clients | Community Development & Services | Cockburn Community Care | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Training planned regarding Person Centred Support (Action assigned to another Risk) |
| 173 | Family Support Services Continuity | Inability to provide and deliver support services to the community, including Family Support, Financial Counselling, Early Years parenting | Community Development & Services | Family & Community Development Services - Community Development | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Parenting Services currently out for Tender on open market, outcome unknown. Other services currently secure. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------|---------------------|-------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 174 | Duty of care | Failure to provide duty and standard of care to residents accessing Family services | Community Development & Services | Family & Community Development Services - Community Development | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Grant funded Parenting Services out for Tender on open market, competitive now and outcome unknown |
| 175 | Community Engagement | Inability to maintain effective relationships and engagement with the community | Community Development & Services | Family & Community Development Services - Community Development | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | The City now has a Community Engagement Officer Position, we have compulsory staff training on community engagement, a community engagement register, and a new Community Engagement Software program. |
| 176 | Volunteers Management | Failure to effectively manage volunteers and deliver the services from the Volunteer Resource Centre | Community Development & Services | Family & Community Development Services - Community Development | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes to rating |
| 177 | Outcomes Based Funding Models | Failure to position the City of Cockburn adequately for the outcomes based funding models. | Community Development & Services | Family & Community Development Services - Community Development | Moderate | Gail Bowman | Design and develop outcomes based measurement systems | Met with consultant to discuss outcome measurement framework options. |
| 178 | Seniors Center Food Safety | Failure to maintain food safety standards at the Seniors Centre | Community Development & Services | Seniors Services | Moderate | Gail Bowman | Install temperature monitoring alarms on coldrooms and freezer | Completed, risk reviewed and no changes to rating. |
| 179 | Seniors Food Services Expectations | Failure to provide food service that meets customer expectations in regards to taste quality, presentation and nutrition and variety at the Senior Centre. | Community Development & Services | Seniors Services | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Constant review of the menu and feedback from members to ensure food quality is meeting expectations. No changes to risk rating |
| 180 | Seniors Center Safety | Failure to provide a safe, suitable and fit for purpose venue for seniors | Community Development & Services | Seniors Services | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Bi monthly safety audit conducted. Recent external review conducted |
| 181 | Seniors Programs | Failure to provide a range of interesting and engaging programs and services which are of interest to seniors. | Community Development & Services | Seniors Services | Moderate | Gail Bowman | Conduct annual review of programs to ensure they are meeting member expectations | Reevaluation of programs conducted. No changes to risk rating |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------|---------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 182 | Seniors Center Cash Handling | Failure to provide safe and accurate cash handling at Seniors Centre | Community Development & Services | Seniors Services | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Procedures reviewed, no changes to rating. |
| 183 | Youth Programs and Services | Failure of Youth Programs and Services to meet community needs | Community Development & Services | Youth Services | Moderate | Gail Bowman | Measuring Outcomes training is available to Grant funded staff as a priority. Findings from this training is incorporated into everyday practice and procedures of recording work completed and its impact. Before and after client assessment measures and feedback. | RFQ for City of Cockburn 5 year Youth Strategy drafted. |
| 184 | Youth services Sustainability | Failure to provide sustainable Youth services programs | Community Development & Services | Youth Services | Moderate | Gail Bowman | Review controls are effective inclusive of case notes, progress reports, policies and procedures, and position descriptions. | Currently waiting for negotiation to commence with external state government funding providers and for tenders to be awarded. Action ongoing. Formed a consortium partnership with Hope Community Services to secure Youth Justice funding. |
| 185 | Youth Information | Failure to produce Youth information that aligns with relevant industry practice and expectations | Community Development & Services | Youth Services | Moderate | Gail Bowman | Risk Management plans are established for activities and events considered higher than normal risk i.e. Parkour, Camps, Learn to Surf. All casuals as part of their induction to receive training in dealing with challenging behaviour. Formal consequences result from non compliance with policy and procedure. | Risk Management Plans and pre program staff meeting and sign off by casual program supervising staff is occurring prior to each Youth Outrage holiday program. Centre Coordinator and Duty Supervisor to be reminded of required action. |
| 186 | Youth center Hazards Identification | Failure to identify and address foreseeable hazards for participants engaging with Youth services, programs and events | Community Development & Services | Youth Services | Low | Gail Bowman | Foreseeable hazards to be noted on Project and Event planning template | Risk reviewed no changes to rating. |
| 187 | Child Care center quality Outcomes | Failure to provide quality outcomes for children in child care center | Community Development & Services | Childcare Services | Moderate | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Family Day Care numbers of Educators and Children has increased which has increased the budget income. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------|---------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 188 | Child care Financial Stability | Inability to maintain financial sustainability for Child care services | Community Development & Services | Childcare Services | Substantial | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | A Marketing Plan and additional Promotion has been undertaken and significant effort from Childcare services staff has resulted in increased Educators and children in childcare. |
| 189 | Child Care Cash handling | Failure to provide safe and accurate cash handling at the Child Care Services Offices | Community Development & Services | Childcare Services | Low | Gail Bowman | ID: (2246)- Review Cash Handling Policy | Risk reviewed - no changes to rating |
| 190 | Child care Center hazards identification | Failure to identify and address foreseeable hazards within the Child Care Services venue/indoors and outdoors | Community Development & Services | Childcare Services | Low | Gail Bowman | Please review the existing controls and risk rating, and update RMSS accordingly | Risk Reviewed - no changes required |
| 191 | Contact Center Continuity | Inability to maintain continuity of Contact Centre operations | Corporate Communication | Customer Services | Low | Samantha Seymour-Eyles | ID: (1476)- This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | There has been plenty of phone outages - and a project for a new phone system is to commence - have used insight when we have been able to switch over to them; |
| 192 | Internal Information Distribution | Failure to provide consistent, accurate and timely information via all CS Channels (CC, FC & SM) | Corporate Communication | Customer Services | Low | Samantha Seymour-Eyles | Please review the existing controls and risk rating, and update RMSS accordingly | risk remains the same - no further action |
| 193 | Customer Service requests | Failure to manage Customer requests and enquiries | Corporate Communication | Customer Services | Moderate | Samantha Seymour-Eyles | review of the customer service request system | A new customer service request system is under development |
| 194 | Front Counter Customer Service | Failure to provide professional and accessible Customer Service via FC | Corporate Communication | Customer Services | Low | Samantha Seymour-Eyles | Review levels of calls and customer requests | No evidence of increased complaints. However, increase in calls and customer requests being dealt with through customer service requires review |
| 195 | Front Counter Safety | Inability to provide safe and accurate safe cash handling at Front Counter | Corporate Communication | Customer Services | Low | Samantha Seymour-Eyles | Install a third cash drawer at third work station to enable cash transactions to be performed during peak times. Purchase cash drawers that close and lock properly and are affixed to existing cabinetry in a position so they are not visible to members of public when open | Completed, new lockable cash drawers purchased |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-----------------|---------------------------------------------------------------------------------|-------------------------|---------------------|---------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 196 | Social Media | Failure to provide clear direction for use of social media and other technology | Corporate Communication | Media and Marketing | Moderate | Samantha Seymour-Eyles | Recruit skilled staff (ongoing); finalise procedures, upskill existing staff, develop training plan | A casual digital officer position has been recruited to oversee the population of the website (with all relevant staff - approx. 60 having to upload their own content) and digital officer and business systems identifying and uploading / population widgets and modules. A request has been put in to bring the permanent Digital Communications Officer on in Q1 17-18 to maintain the integrity of the website and to oversee social media. The position was originally requested for 17-18 but is on WF plan for 19-20. It is critical to engage this position now to enable the City to fulfil the action related to communication and social media on the Strategic Community Plan |
| 197 | Market Research | Failure to undertake market research | Corporate Communication | Customer Services | Low | Samantha Seymour-Eyles | ID: (1496)- Community Development and Corporate Communications to meet in November, pre budget time with service units to determine future communications, engagement requirements. | The officers did meet with service units and gleaned some information. The Community Connect South campaign meant that the communications component was not implemented; however the engagement of the Community Engagement Officer there is already far more community engagement occurring and the annual research has been undertaken |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------|-------------------------------------------------------------------------------------------|-------------------------|------------------------------|---------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 198 | City Promotions | Failure to promote the City's Services collectively | Corporate Communication | Media and Marketing | Low | Samantha Seymour-Eyles | Community Development and Corporate Communications to meet in November, pre-budget time with service units to determine future communications, engagement requirements, and educate on marketing and engagement tools, thereby assisting service units to devel | Corporate Communications is unable to provide resource to support services to the level that they would like to to maximise brand perception and marketing opportunities, but services are aware of most of the channels open to them and appear in the main to be well frequented/achieving their goals |
| 199 | City Branding | Failure to brand City material appropriately | Corporate Communication | Media and Marketing | Low | Samantha Seymour-Eyles | ID: (1582)- Develop, cost and resource brand strategy 2015-16 financial year for implementation of critical actions, such as updating of style guide in 2016-17. Develop Brand Strategy - 2017-18 | Due to website project, the style guide needed to be updated before the brand strategy was developed. Therefore the style guide will be completed in 2016 and the brand strategy in 2016-17 |
| 200 | Crisis Communications | Failure to effectively manage crisis communication | Corporate Communication | Media and Marketing | Moderate | Samantha Seymour-Eyles | Relevant staff awareness of plans, procedures updated; Crisis communications plan development of Incident Escalation Protocols | Risk reviewed, and no changes to rating. The crisis communication plan has been drafted, and currently being reviewed. |
| 202 | Events Safety | Failure to provide a safe environment at events | Corporate Communication | Events and Cultural Services | Low | Samantha Seymour-Eyles | Develop event risk management process, and specific risk management plans submission | Governance and Risk Coordinator currently working with Events Coordinator to develop Templates, Evaluation Tool and Risk management Plan template. Risk reviewed and remains the same |
| 203 | Information Distribution | Failure to produce accurate and clear information for the community | Corporate Communication | Media and Marketing | Moderate | Samantha Seymour-Eyles | Outsource proofreading of corporate documents; annual training on writing plain English, reports and writing for the web | This continues to be a risk and requires continual review - no changes to rating at this stage. Have outsourced proofreading of annual report one version; training is in development |
| 204 | Governance Framework | Failure to effectively communicate, model and monitor governance framework for all staff. | Governance & Risk | Governance | Moderate | James Ngoroyemoto | ID: (2366)- Develop Governance training program -for induction purposes | Governance Support Officer has been requested. LMS Governance induction Training currently being prepared. |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|---------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 205 | Risk Management | Fail to accurately collect, process and make full use of the City's risk management information and processes. | Governance & Risk | Risk Management | Moderate | James Ngoroyemoto | ID: (2377)- Rollout of new software in the coming 2016. A Risk Management Training Program should be developed and implemented in 2016 | The new Risk management software (RMSS) was rolled out on 11 January 2017. The risk and events module are in use, and roll out of the action manager module to follow. Individual one on one training for the Risk module in RMSS provided to all Risk Owners and responsible persons |
| 206 | Business Continuity | Inability to coordinate a City planned and rehearsed response to significant or major service disruption. | Governance & Risk | Risk Management | Low | James Ngoroyemoto | Development on location specific BCP | Scheduled for March 2017 |
| 208 | Council Meetings | Failure of council meeting procedures to support efficient and effective council decision making. | Governance & Risk | Governance | Low | James Ngoroyemoto | Periodic review, replacement of business papers management system | Project Initiated for replacement of Business Papers Management System, and Mobile Content management System. Research Request for quotation trial and selection of preferred provider completed. Info Council and Council Dashboard selected, currently gathering specifications for configuration of system |
| 209 | Conflicts of Interest | failure to record and promote awareness and education about conflicts of interest and gift disclosures to Staff and Elected Members | Governance & Risk | Governance | Moderate | James Ngoroyemoto | Attain System Implementation. Develop Online Conflict of Interest form | The System has been rolled out for Gifts, Travel contribution and Annual Financial Disclosures. Training provided for these modules, awaiting configuration of the Delegations module for exercising of delegations, scheduled for post DAPPS February meeting. |
| 210 | Freedom of Information | Failure to process and provide public access to decision making and information in accordance with the Freedom of Information Act 1992 | Governance & Risk | Governance | Low | James Ngoroyemoto | Please review the existing controls and risk rating, and update RMSS accordingly | Information Statement updated in July and provided to Information Commissioner for review, and published on the website |
| 211 | Investigations | Inability to manage complaints against City employees on behalf of the CEO | Governance & Risk | Governance | Low | James Ngoroyemoto | Public Interest Disclosure training for senior management staff in 2016 | This has not been completed and will be scheduled for 2017 |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------|---------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 217 | Impounded Animals | Failure to provide adequate duty and care to impounded animals | Recreation & Community Safety | Ranger and Community Safety - Emergency Management | Moderate | Robert Avard | Proposed New Animal Care Facility to be developed at the Depot 2016/2017. Proposed engagement of Pound/Animal Registration Officer will reduce risks in this area. Written agreements need to be established with neighbouring LGA's to type up use of alternate facilities if needed | construction of new pound nearing completion due fro opening mid 2017. 11.1.17 A request for an Impound registration officer will be submitted in next year budget. No pound officer yet employed however there is currently 4 officer undertaking training on animal care and general Ranger education with CYO' Connor Tafe |
| 288 | Dry facilities Environment(Indoor &Outdoor) | Failure to provide safe, clean & secure environment for Dry Facility users (Indoor & Outdoor) | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 289 | Equipment & Infrastructure | Failure to identify defects and maintance of equipment and infrastructure to meet building regulations at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 290 | Staff recruitment | Failure to recruit qualified and experienced staff for ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 291 | Marketing | Failure to attract and retain participants at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 292 | Staff & Contractors Safety | Failure to provide safe environment for staff and contractors at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Contractor Audits | risk review not due yet |
| 293 | Water Quality | Inability to maintain water quality requirements to required industry code of practice at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Customer screening for hydrotherapy clients | risk review not due yet |
| 294 | Aquatic Supervision Levels | Failure to provide appropriate levels of aquatic supervision as required by industry standards | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Random Audits, Traineeship | risk review not due yet |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------|---------------------|--------------|--------------------------------------------------------------------|-------------------------|
| 295 | Aquatic Facilities Safety | Failure to provide safe, clean & secure environment for Aquatic Facility users | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 296 | Aquatic Space Demand | Failure to provide adequate space to meet demand for aquatic programs | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Online Arlets | risk review not due yet |
| 297 | Programs Demographics | Failure to understand target demographics for programs | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Non-user survey | risk review not due yet |
| 298 | Emerging Technological Trends | Failure to identify and implement new innovative, engaging technology solutions/equipment that meet emerging industry trends, where feasible | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Staff innovation programs | risk review not due yet |
| 299 | Quality Learning Experiences | Failure to provide quality and fun interactive learning experiences | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 300 | Childcare Service Recommendations | Failure to align with recommendations for operating a childcare service | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 301 | Healthy Lifestyle Options | Failure to provide healthy lifestyle options to the community | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 302 | Events Management | Failure to manage crowd control and security at events | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 303 | Parking Space | Failure to manage & provide adequate parking at ARC for all users | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 304 | Products and Services Demand | Failure to provide products and services that meet and exceed customer satisfaction and demand | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 305 | ARC Service vision | Failure to provide a consistant level of service in line with Service Vision at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|---------------------------------|------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------------------------|---------------------|--------------|--------------------------------------------------------------------|-------------------------|
| 306 | Childcare Safety | Failure to provide a safe and secure environment for children within childcare at ARC. | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 307 | Operations Financial Management | Inability to justify and support the investment, benefit and City management of the ARC. | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 308 | Goods Delivery | Failure to safely receive and distribute delivered goods with the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Moderate | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |
| 309 | Cash Handling | Failure to manage cash appropriately at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Install CCTV inside Safe, Install Duress Alarms | risk review not due yet |
| 310 | Café' Food Safety | Failure of Café to meet food safety requirements at the ARC | Recreation & Community Safety | Leisure Center - Cockburn Aquatic Recreation Center | Low | Robert Avard | Please review this risk, & controls and update in RMSS accordingly | risk review not due yet |

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|--------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------|---------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Lease and License Management | Failure to protect the City's property interests in land and buildings through lease and licence management | Strategic Planning | Leasing and Land Administration | Low | Andrew Trosic | Formation of Property Coordination Group to ensure that continued open dialogue occurs between the stakeholders involved with the leasing and licencing interface of the City. Preparation of Council report and proforma leasing and licencing documents | This has been implemented since the end of 2015. PCG members meet on a monthly basis. Existing controls reviewed, new Land management strategy prepared and being presented to Committee and Council in April 2017. Internal procedures reviewed and updated. No requirement to review risk rating. |
| 2 | Developer Contributions Funds | Failure to collect and apply funds collected via developer contributions in accordance with the statutory requirements | Strategic Planning | Leasing and Land Administration | Moderate | Andrew Trosic | Ensure that finance directorate deal with collected developer contribution funds consistent with the established procedure which is contained within the staff intranet. | Risk reviewed no changes. Procedure accepted and available on intranet. |
| 3 | Community Support | Failure to obtain community support for strategic planning functions | Strategic Planning | Strategic Planning | Moderate | Andrew Trosic | Continue to learn and reflect on previous proposals, opportunities to learn and implement improvements through each iteration. | This is ongoing. Each structure plan process is reviewed and discussed within team. Lessons learned etc. Risk reviewed, no changes to rating |
| 4 | Statutory Planning Legislation | Failure to interpret and comply with the Planning legislation | Statutory Planning | Statutory Planning | Low | Andrew Lefort | Random audit of letters and advice. Enhance the monitoring and review process e.g. Formalise the mentoring - review process of junior staff for extended period. Formal list of applications that should be crossed checked (new procedure). | Risk reviewed, no changes to risk rating. |
| 5 | Statutory Planning Legislation | Failure of City's Policies to be up to date and be enforceable in relation to planning applications | Statutory Planning | Statutory Planning | Low | Andrew Lefort | Develop Planning Policies Manual | Electronic Planning Policy manual completed. Local Planning Polices have been renumbered with new pre-fix (LPP). Risk reviewed, no change to risk rating. |
| 6 | Statutory Planning Legislation | Fail to meet statutory timeframes for planning approvals and SAT appeals. | Statutory Planning | Statutory Planning | Low | Andrew Lefort | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes to risk rating. |

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|---------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 | Statutory Planning Legislation | Failure of other business units and external agencies to provide timely information to meet planning services approval timeframes. | Statutory Planning | Statutory Planning | Substantial | Andrew Lefort | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no change to risk rating. |
| 8 | Statutory Planning Legislation | Failure to provide compliance service staff with safe and suitable work environment. | Statutory Planning | Statutory Planning | Low | Andrew Lefort | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed, no changes to risk rating. |
| 9 | Building Services Timeframes | Failure to meet Statutory timeframes for building services offered | Building Services | Building services | Moderate | John West | Arrange desk top graphs. Development of a formalised procedure Training / additional resources. Finalise automated reminder system for Building Permits etc., make available to all admin & building surveyors desktops. | In progress of finalising automated system. Risk reviewed, no changes to risk rating. Currently reviewing Building Services Manual likely completion June 2017. Ongoing, currently set up for Manager, Senior Bld Surv and Administration Officers. |
| 10 | Building Legislation Advice | Failure to provide accurate and professional building advice and general building administrative advice | Building Services | Building services | Moderate | John West | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly. Allow for Staff Overtime resourcing | Risk reviewed no changes to rating, new Building Surveyor Meetings implemented. Budgeted for OT. |
| 11 | Registered Building Surveyors | Fail to attract and retain registered building surveyors. | Building Services | Building services | Moderate | John West | Engage Senior management, and budget for temporary staff | Risk Reviewed, current market conditions have reduced the level of risk. |
| 12 | Environmental Health legislation | Failure to interpret and apply correct acts, regulations and local laws in providing environmental health services. | Environmental Health | Environmental Health | Moderate | Nicholas Jones | Prepare for Stage 3 of the introduction of the new Act (Delegations and Authorisations). | Review completed. No change to rating. However the new Public Health Act involves significant attention to ensure that the City's documents and Certification of Authorised Officers are updated to comply with the new Act. Delegation Approved at December Council 2016, delegating authorisation function for EHO to the CEO |
| 13 | Public Buildings Safety | Failure to provide safe public buildings and safe public events | Environmental Health | Environmental Health | Low | Nicholas Jones | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Review completed. No change to rating. |

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------|---------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| 14 | Public Aquatic Water Quality | Failure to provide safe water quality for Public Aquatic Facilities | Environmental Health | Environmental Health | Low | Nicholas Jones | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Review completed. No change to rating. |
| 15 | Disease Outbreaks | Failure to control disease outbreaks (other than from food) | Environmental Health | Environmental Health | Moderate | Nicholas Jones | This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to rating. |
| 16 | Council Owned Contaminated Sites | Failure to monitor and maintain Council owned contaminated land | Environmental Health | Environmental Health | Low | Nicholas Jones | ID: (832)- This Risk below is now due for completion. Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to rating. |
| 17 | Pollution | Failure to ensure that properties and businesses do not cause pollution | Environmental Health | Environmental Health | Moderate | Nicholas Jones | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to rating. |
| 18 | Healthy Lifestyle Promotions | Failure to implement sound health promotion strategies to reduce the incidence on non communicable lifestyle diseases amongst the community | Environmental Health | Environmental Health | Moderate | Nicholas Jones | Please review the existing controls and risk rating, and update RMSS accordingly | Review completed. No change to rating. |
| 19 | Food Businesses | Failure of food businesses to provide safe food | Environmental Health | Environmental Health | Moderate | Nicholas Jones | Please review the existing controls and risk rating, and update RMSS accordingly | Risk reviewed. No changes to rating. |
| 215 | Land development Feasibility | Failure to conduct an accurate analysis on the feasibility of Land Development and projects funded through Developer Contributions | Strategic Planning | Leasing and Land Administration | Substantial | Andrew Trosic | Ongoing review on costing process for gaps and improvements WITH ADDITIONAL REQUIREMENT that the City now seeks an external QS to review costs of community infrastructure items to prevent escalating costs which lack rigor. | In progress, This risk has been reviewed and its treatment remains the same |
| 219 | Strategic Planning Legislation Framework | Failure to provide accurate advice on Strategic planning matters. | Strategic Planning | Strategic Planning | Moderate | Andrew Trosic | Implement an induction procedure for Strategic Planning. | This has been reviewed and no changes to risk rating. |

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

| Risk ID | Risk Title | Risk Description | Business Unit | Service Unit | Current Risk Rating | Risk Owner | Risk Actions | Progress And Notes |
|---------|-------------------|----------------------------------------------------------------|--------------------|--------------------|---------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 220 | Cartographic Data | Failure to maintain accurate data and cartographic information | Strategic Planning | Strategic Planning | Moderate | Andrew Trosic | Review and formalise the process of database maintenance. Transition to new Intramaps and daily updating of cadastre only occurs AFTER solid testing and rectification of errors identified through testing. Confirm with IT their internal process.(IT has responsibility for data maintenance and recovery and business continuity | Completed in conjunction with GIS. Risk has been reviewed and no changes to rating. |

City of Cockburn
**DRAFT LAND MANAGEMENT
STRATEGY 2017 - 2022**



| | |
|-----------------------------------------------------------------------------------------|----|
| EXECUTIVE SUMMARY | 3 |
| 1.0 INTRODUCTION | 5 |
| 2.0 AIM AND OBJECTIVES | 6 |
| 2.1 Alignment with City of Cockburn Strategic Community Plan | 6 |
| 2.2 Responsibility | 7 |
| 2.3 Performance | 7 |
| 2.4 Enabling strategic investment and infrastructure delivery | 8 |
| 3.0 KEY PRINCIPLES AFFECTING DECISION MAKING - ECONOMIC, ENVIRONMENTAL, SOCIAL AND RISK | 9 |
| 4.0 LAND ASSET DISPOSAL PRINCIPLES | 11 |
| 5.0 LAND ASSET PURCHASE PRINCIPLES | 12 |
| 6.0 JOINT VENTURE CONSIDERATIONS | 13 |
| 7.0 MAJOR LAND INVESTMENTS | 14 |
| City of Cockburn Administration Land (Lot 20 Rockingham Road, Spearwood) | 14 |
| Lot 7 Linkage Avenue, Cockburn Central | 14 |
| Henderson Waste Recovery Park | 15 |
| Latitude 32 (former Wattleup townsite) | 15 |
| 8.0 LAND DISPOSAL PROCESS - EVALUATION, IMPLEMENTATION AND REVIEW | 17 |
| 9.0 SALE OF LAND PROCESS | 18 |
| 10.0 DEPARTMENT OF LANDS GUIDELINES | 19 |
| 11.0 CITY OF COCKBURN LAND PORTFOLIO | 21 |
| 12.0 ANALYSIS OF KEY PROJECTS PROPOSED - 2017 TO 2022 LAND MANAGEMENT STRATEGY | 22 |
| 13.0 CONCLUSION | 23 |
| APPENDIX 1: LAND REGISTER | 34 |
| APPENDIX 2 - INDICATIVE SUBDIVISION DESIGNS | 38 |

Executive summary

The City of Cockburn ("City") owns various land assets within the district in freehold, some of which have the potential to have an interest sold to enable the land asset to be realised. These interests range from the sale of the freehold ownership of the land, through to the sale of a commercial leasehold or licence interest in the land (commonly portion of land comprising portion of building). This has been a long standing practice of the City, whereby it seeks to utilise its land assets in an optimal way to realise the best outcome for the City. Approaching and planning this in a strategic way is a core purpose of the Land Management Strategy - achieving long term social, economic and environmental outcomes for the City.

The Land Management Strategy is aligned with the City's Strategic Community Plan 2016-2026. The Strategic Community Plan provides Council's vision to "build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area."

This Land Management Strategy is specifically aligned to four of the five Strategic Community Plan objectives:

| | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| City Growth | Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types |
| Economic, Social and Environmental Responsibility | Create opportunities for community, business and industry to establish and thrive |
| Community, Lifestyle and Security | Provide for community facilities and infrastructure in a planned and sustainable manner |
| Leading and Listening | Ensure sound long term financial management and deliver value for money |

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community. The key objectives related to this aim are:

- To facilitate the effective management of the City's land portfolio;
- To establish open and accountable processes for dealing with the City's land, particularly ensuring that all land dealings are undertaken in accordance with legislative requirements;
- To identify City owned land that has the potential to be value added and realised upon, with particular coordination with market conditions and the organisational demands for funds to drive new strategic land and community infrastructure investment;
- To identify and implement methodologies in order to drive land disposal priorities;
- To appropriately plan both the financial and human resources required to undertake land disposal;
- To set out where land should be held by the City, based on the principle of such land contributing to the delivery of services undertaken by the City to achieve the outcomes expected of the Strategic Community Plan; and
- To identify City owned land that has value of a 'strategic' nature, to ensure development proposals optimise long-term financial benefits for the City.

The Land Management Strategy identifies in detail:

- Land Asset Disposal Principles;
- Land Asset Purchase Principles;
- Joint Venture Considerations.

These form the basis to decisions being made in respect of the City's land portfolio.

The Land Management Strategy also identifies the key projects it expects to realise upon in the coming five year period 2017 - 2022. The identified projects have been aligned at a strategic level to:

- The City's Strategic Community Plan;
- The City's Long Term Financial Plan;
- The City's Corporate Business Plan;
- The recommendations contained within the City's Phoenix Central, Hamilton Hill, Coolbellup and The Lakes Revitalisation Strategies.

In addition to this, there are four key strategic land projects, which have significant implications in respect of future decision making. These are identified within the Land Management Strategy, in order to highlight them and make clear that future decision making will need to be done at the Council level and only once detailed investigations have been completed.

All budgetary requirements are met through the Land Development and Investment Reserve, and in reality budget considerations reflect the significant generation of income, rather than a draw down on the reserve.

Given the nature of land development, new opportunities continue to present themselves as part of the development and growth of the district. Accordingly the Land Management Strategy provides for a robust mechanism in which to inform decisions regarding the City's land portfolio. While the Land Management Strategy provides a strategic indication of the projects for the coming five year period, there is the important ability for the Land Management Strategy to harness any new opportunities as they may arise. By focusing on decision making according to the identified disposal and purchase principles, opportunities can be carefully filtered to ensure only those that align with the Land Management Strategy are pursued.

1.0 Introduction

The City of Cockburn ("City") owns various land assets within the district in freehold, some of which have the potential to have an interest sold to enable the land asset to be realised. These interests range from the sale of the freehold ownership of the land, through to the sale of a leasehold or licence interest in the land (commonly portion of land comprising portion of building). This has been a long standing practice of the City, whereby it seeks to utilise its land assets in an optimal way to realise the best outcome for the City. Approaching and planning this in a strategic way is a core purpose of the Land Management Strategy - achieving long term social, economic and environmental outcomes for the City.

The Land Management Strategy also seeks to set out where land should be held by the City, or where consideration may be made to acquire land considered to be of strategic significance. Establishing the strategic principles to underpin decisions in relation to the disposal, holding or acquisition of land is an important aspect of the Land Management Strategy.

Importantly, the mention of the term land disposal is not limited to only the sale of the freehold ownership in land. It also extends to the disposal by way of sale of commercial leasehold and licence interests in land, which also represents a key part of the City's land portfolio management approach. Excluded from this however are community and not for profit based leases or licences, of which only nominal rent is usually received by the City.

Where land does not meet or contribute to a corporate strategic requirement for the City or the community, it may be regarded as surplus land and available for disposal. In addition to financial returns, disposing of surplus land also represents resource savings for the City to utilise in other areas. Disposal done after the completion of value adding processes, represents a significant opportunity for the City to continue to grow its income base to pursue other land investment and community infrastructure development initiatives. Ensuring a strategic approach is taken, and that income from such land decisions is not seen as a supplement for unrelated operational costs of the City, keeps a clear and long term focus on the land assets of the City.

The Land Management Strategy discusses procedural requirements related to the disposal of land. Naturally, it can be a very complex process, and accordingly identifying key aspects of legislative and procedural requirements is important.

In essence, the Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations.

2.0 Aim and objectives

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community. The key objectives related to this aim are:

- To facilitate the effective management of the City's land portfolio;
- To establish open and accountable processes for dealing with the City's land, particularly ensuring that all land dealings are undertaken in accordance with legislative requirements;
- To identify City owned land that has the potential to be value added and realised upon, with particular coordination with market conditions and the organisational demands for funds to drive new strategic land and community infrastructure investment;
- To identify and implement methodologies in order to drive land disposal priorities;
- To appropriately plan both the financial and human resources required to undertake land disposal;
- To set out where land should be held by the City, based on the principle of such land contributing to the delivery of services undertaken by the City to achieve the outcomes expected of the Strategic Community Plan; and
- To identify City owned land that has value of a 'strategic' nature, to ensure development proposals optimise long-term financial benefits for the City.

2.1 Alignment with City of Cockburn Strategic Community Plan

The Land Management Strategy is aligned with the City's Strategic Community Plan 2016-2026. The Strategic Community Plan provides Council's vision to "build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area."

This Land Management Strategy is specifically aligned to four of the five Strategic Community Plan objectives:

| | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| City Growth | Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types |
| Economic, Social and Environmental Responsibility | Create opportunities for community, business and industry to establish and thrive |
| Community, Lifestyle and Security | Provide for community facilities and infrastructure in a planned and sustainable manner |
| Leading and Listening | Ensure sound long term financial management and deliver value for money |

Strategic alignment is also achieved with the following documents:

- The City's Long Term Financial Plan;
- The City's Corporate Business Plan;
- The recommendations contained within the City's Phoenix Central, Hamilton Hill, Coolbellup and The Lakes Revitalisation Strategies.

The Land Management Strategy is about:

- Undertaking positions on land that allow the City to retain or develop assets capable of generating long term revenue;
- Providing financial gain through land development and sale that can be reinvested into other revenue generating projects and community infrastructure.

2.2 Responsibility

The Land Management Strategy is adopted by Council. Once adopted, the implementation, monitoring and review of the Strategy is the responsibility of the City's Audit and Strategic Finance Committee. Administration of the Committee's decisions is the responsibility of the Director Finance and Corporate Services, in consultation with the Chief Executive Officer, Director Planning and Development and Strategic Planning Business Unit. The Strategic Planning Business Unit, and specifically the Land and Lease Administration Service Unit, is responsible for the specific implementation of land decisions according to the Land Management Strategy.

2.3 Performance

As the City embarks on its third iteration of the Land Management Strategy, it is important to highlight some of the key achievements over the last eight years. This performance stands testament to the value which an embedded strategic capability to manage land has for the organisation. Performance forecast over the coming five years is also indicated:

| Financial Year | Project Highlights - Sale Of Freehold Ownership In Land | Total Income Generated |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 2008/09 | Rezoning, subdivision and sale of first stage of land on corner of Bartram Road and Tapper Road, Atwell Structure planning and sale of portion of Lot 14 Hammond Road, Success | \$6.57m |
| 2009/10 | Sale of second stage of land on corner of Bartram Road and Tapper Road, Atwell | \$3.47m |
| 2010/11 | Preparation of management plan, subdivision and sale of land at Progress Drive for new ice rink and extension to Adventure World Structure planning and sale of land at corner of Birchley Road and Beeliar Drive Structure planning, subdivision and sale of land at Lot 9000 Yangebup Road, Beeliar (Town Centre) | \$2.42m |
| 2011/12 | Hamilton Hill revitalisation land sales including new 30 lot subdivision stage 1 Phoenix Rise revitalisation land sales stage 1 Sump rationalisation and land sales | \$5.09m |
| 2012/13 | Hamilton Hill revitalisation and land sales stage 2 Structure planning, subdivision and sale of anchor Beeliar town centre site Rationalisation and sale of former rural drainage scheme land | \$20.27m |
| 2013/14 | Hamilton Hill revitalisation and land sales stage 3 Subdivision and sale of industrial lot within Bibra Lake to facilitate new business | \$3.47m |
| 2014/15 | Phoenix Rise revitalisation and land sales stage 2 | \$2.75m |
| 2015/16 | Phoenix Rise revitalisation and land sales stage 2 | \$2.3m |
| 2016/17 | Beeliar Drive Town Centre (north east and north west local centre lots) | \$11.1 |
| TOTAL | | \$57.44m |

| Project Highlights - Leasehold Or Licence Interest In Land | Total Annual Income Generated (Inc GST) |
|------------------------------------------------------------|-----------------------------------------|
| Café within Youth Centre | \$62,262.48 |
| City of Cockburn Health and Community Facility | \$1,837,978.92 |
| Coogee Café | \$56,233.56 |
| Coogee Caravan Park | \$257,231.16 |
| Lot 100 Rivers Street, Bibra Lake | \$76,524.36 |
| Port Coogee Marina Services Building | \$52,414.92 |
| Lot 530 Berrigan Drive, Jandakot | \$35,278.08 |
| Cockburn ARC café | \$85,000.00 |
| Cockburn ARC physiotherapy clinic | \$101,990.00 |
| TOTAL | \$2.46m |

Expected future performance over this 2017 to 2022 strategy timeframe:

| Financial Year | Project ID | Forecast Income To Be Generated |
|----------------|---------------------------------------------------|---------------------------------|
| 2017/18 | Lot 1300 Goldsmith Street, Spearwood | \$1m |
| | Lot 110 March Street, Spearwood | \$1.5m |
| | Lot 80 Beeliar Drive, Success | \$1m |
| 2018/19 | Lots 805 and 9004 Beeliar Drive, Success | \$6m |
| | Lot 40 Cervantes Loop, Yangebup | \$1m |
| | Lots 24 and 646 Imlah Court, Jandakot | \$1.3m |
| 2019/20 | Lot 1 Berrigan Drive, South Lake | \$5m |
| | Lot 103 Omeo Street, South Lake | \$1.3m |
| | Lot 23 Russell Road, Success | \$1.5m |
| 2020/21 | Lot 33 Davilak Avenue, Hamilton Hill; | \$1.3m |
| | Part Lot 9000 Plantagenet Crescent, Hamilton Hill | \$1m |
| TOTAL | | \$21.9m |

2.4 Enabling strategic investment and infrastructure delivery

Whereas the achievement of a near \$50m return on the City's land assets over the previous eight financial years is significant, it is important to measure the true value through the enabling arrangements that such investment returns have created for the City. These are provided following:

| Infrastructure Item | Land development and investment reserve funding |
|----------------------------------------------------|-------------------------------------------------|
| Cockburn Youth Centre | \$6.3m (2005/06) |
| Success Regional Sports Facility | \$3.1m (2009/10) |
| New City of Cockburn Health and Community Facility | \$28m (2014/15) |
| New City of Cockburn Operations Centre | \$15m (2015/16) |
| Cockburn ARC | \$2.5m (2016/17) |

3.0 Key principles affecting decision making - Economic, Environmental, Social and Risk

In undertaking land transactions, the City must consider the potential economic, environmental and social implications associated with such decisions, as well as risk. It is imperative that an open and transparent public process be applied to such decisions, based upon principles which seek to balance economic, environmental and social outcomes, against the backdrop of risks associated with the process of undertaking land transactions.

The key principles in achieving economic outcomes are that the sale or purchase of any land will:

- Raise funds for a specific purpose determined by Council;
- Apply funds raised to the development of capital and community assets, and not to support operational expenses;
- Pay any funds raised into the Land Development and Investment Reserve, and any interest earned on that account to be retained in the account;
- Provide a medium to long term financial benefit to the City by the accumulation of tangible assets;
- Ensure that land has the potential to be a tradeable commodity for future sale, development or joint venture partnership;
- Provide an ongoing revenue stream from land that can be monetised to provide funds for services in the City, as well as to minimise the draw down on the municipal fund for capital maintenance;
- Contribute to the achievement of the City's Long Term Financial Plan and thus Strategic Community Plan.

The key principles in achieving environmental outcomes are that the sale or purchase of any land will:

- Have due regard for any environmental constraints, conditions or requirements that may apply to the land;
- Ensure any rezoning, subdivision or development of land is approached in an environmentally acceptable way by using a process that meets community expectations;
- Ensure any rezoning, subdivision or development of land produces outcomes that will not have deleterious environmental impact and will promote the principles of environmental sustainability.

The key principles in achieving social outcomes are that the sale or purchase of any land will:

- Not have any adverse impact on the social amenity or convenience of the locality in which the land is located;
- Not have any adverse impact on the development potential of any adjoining land;
- Provide land or funds that will improve the social wellbeing of and support for the community;
- Be undertaken in an open and accountable manner;
- Be undertaken according to the law;
- Involve community participation in the process.

From a risk management viewpoint, the City experiences very few risks in owning land in freehold. This is on the basis that such land has no holding costs, and represents an appreciating asset through capital gain over a sufficient timeline horizon. However in respect of decisions to buy land, there are risk principles associated with the following:

- The time of purchase in the market cycle;
- The amount paid;
- A change in circumstances beyond the control of the City;

- A loss due to the value of the land purchased either depreciating or failing to appreciate greater than if funds used to purchase the land had instead been invested through the City's normal cash term deposits.

The principles associated with economic, environmental, social and risk issues underpin the Land Management Strategy. All decisions made in respect of the Land Management Strategy must be able to demonstrate fulfilment of such principles in a way which meets community expectations.

4.0 Land asset disposal principles

Land asset disposal is a key function of the Land Management Strategy. It represents a significant opportunity for generating revenue, which in turn supports the financial sustainability of the City. This supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community.

In respect of this, the following specific principles are to be applied to all decisions regarding the disposal of land by the City:

- The City to hold land assets where such contributes to the City's delivery of services and achievement of community expectations, as per its obligation as a local government;
- Council involvement in the decision making process through the Audit and Strategic Finance Committee;
- All other land assets become viable for consideration to dispose where not meeting the definition under 1;
- Ongoing ownership of land assets should be dependent on meeting at least one of the following principles:
 - Land asset financial performance should meet, or exceed, industry measures such as the long term yield on property investment;
 - Public and community interest considerations for retention are clearly evident (such as for the range of community services that are undertaken and delivered by the City);
 - Market failure through the land disposal process would be likely.
- Disposal of land assets is to be at or above market value, and as per the requirements of the *Local Government Act 1995*;
- Disposal should ensure maximum value is gained by the City, including undertaking value adding activities prior to sale, if and where warranted. This specifically concerns achieving the most optimal zoning for land, and also balancing subdivision costs against returns which would be realised if land was sold with subdivision potential instead;
- Disposal of land assets are to be fully accounted for in the appropriate financial statements.

Land assets may be disposed of in specific instances such as described following:

- Where vacant land is held, unless specific strategic reasons exist for retention and these outweigh the long term cost of holding such land;
- Where land assets are not fully utilised and retention of the land asset is essential to core functions, spare capacity should be considered for leasing purposes;
- Where an improved property has land that is not fully utilised or required, excision and disposal of surplus land should be considered;
- Where a land asset is used by private organisations for public or charitable purposes, consider alternatives to assist such organisations to relocate to a more appropriate location by way of a grant, equivalent to the market rent or lease costs for the land asset utilised, and then dispose of the land asset;
- Where conflict exists between the current use of a land asset and what its intended use is from a planning viewpoint (zoning and/or structure planning);
- Where a land asset is leased to the private sector, unless it can be clearly demonstrated that ongoing ownership is required and leasing generates appropriate revenue returns for the City;
- Where a land asset is used for purposes that is inconsistent with the core functions and obligations of the City as a local government.

5.0 Land asset purchase principles

The City may purchase land in the market place, within or outside the district, in the same way as any private land purchaser. Generally however, purchases will be confined to land available within the City's boundaries, and associated with a strategic intent which has been previously identified, considered and decided by Council in conjunction with community input.

While the Land Management Strategy is largely focused on the disposal of land, it does need to specify principles to apply to decisions which may be made in respect of purchasing land. These are provided following:

- The City to buy land that is unencumbered, and where such land will contribute to the City's delivery of services and achievement of community expectations, as per its obligation as a local government (which may involve future disposal);
- The City to buy land that is suitably zoned, or able to be suitably zoned, for its intended purpose. Where land is yet to be suitably zoned, due regard must be given to the strategic framework identified within the City's Local Planning Strategy and Local Planning Scheme;
- The City to consider purchasing land that has the potential to achieve capital gain in the short, medium or long term, and which has the potential to be used in accordance with its ultimate intended purpose;
- The City to buy land in accordance with the requirements of the *Local Government Act 1995*;
- The City to base any offer on any land according to an up-to-date market valuation undertaken by a licensed valuer.

6.0 Joint venture considerations

Legal advice has confirmed that local government may enter into joint venture arrangement in respect of both the development and operation of commercial ventures. The types of joint ventures may include ventures where the City contributes the land and/or cash and/or resources into a joint venture arrangement with a pro-rata share in:

- The return from the sale of subdivided lots of City owned land (short-term joint venture arrangement);
- The return from the sale of a development on City owned land (short-term joint venture arrangement);
- The revenue from a development on City owned land (long-term joint venture arrangement).

Legal advice confirms that the City cannot negotiate with one individual or organisation in respect to the development of its land. If the disposal of any interest in the City's land to a third party is contemplated, then the requirements of Section 3.58 and 3.59 of the Local Government Act 1995 must be complied with.

When entering into a joint venture arrangement including the sharing of revenue with any individual or organisation, the City is bound by the obligations, limitations and criteria contained in the Local Government Act 1995. One important restriction is that a local government cannot form or acquire an interest giving it control of an incorporated company or any other body corporate.

Joint venture arrangements provide the opportunity for the City to work with experts and specialists in land development, in order to maximise the financial outcomes for the land. If a joint venture arrangement is entered into to develop and operate a commercial development on land owned by the City (for example), this provides the opportunity to derive a cash flow from the on-going operation of the development which would add to other sources of revenue to the City.

7.0 Major land investments

The City has a number of major land holdings which strategically represent major investment opportunities/proposals. The significance of these land holdings is such that they are being dealt with outside the Land Management Strategy, given they involve a variety of strategic investment and operational considerations. These land holdings are however important to be identified, given they have clear implications in respect of the City's land portfolio arrangements into the future:

City of Cockburn Administration Land (Lot 20 Rockingham Road, Spearwood)

Lot 20 Rockingham Road, Spearwood comprises the City's administration centre, and forms the southern component of the Phoenix Activity Centre. The land includes the City's Administration Building, Spearwood Library, interim Senior's Centre and Cockburn Bowling and Recreation Club. A small piece of land adjoining the northwest corner of the site is owned by the Department of Health and is used for a dental clinic.

To encourage a vibrant activity centre which includes mixed use development, it is proposed to develop underutilised portions of the City's site for medium to high density residential development. The site's elevation, coastal views, location within the activity centre, proximity to public transport and access to employment locations is considered to make this a viable proposal. Thus it formed an important component of the Phoenix Central Revitalisation Strategy, which was endorsed by Council in 2009.

Part of this approach will see the existing bowling club relocated to Visko Park. This has all the Crown land tenure approvals in place, and is currently in detailed planning and design phases for delivery now that funding has been secured. This creates the opportune time for master planning of the City's administration site to occur. This is scheduled as part of the 2016/17 financial year, as a mechanism to consider what the most optimal utility for the land may represent for the City.

The City has also a strategic vision to achieve a comprehensive redevelopment of the Spearwood Library and interim Senior Citizens Centre. This will be developed as an integrated Lifelong Learning Centre, and will be a state of the art exemplar of how integrated civic facilities like a library and seniors centre can occur.

Lot 7 Linkage Avenue, Cockburn Central

Lot 7 has an area of 4,646m² and is contained within the Cockburn Town Centre. All land within the town centre is now committed, either through being physically developed or being in the final stages of planning, design and feasibility analysis before commencing construction. The next stage of the town centre, known as Cockburn Central West, is also now at the delivery phase.

The City has created what is an immense strategic presence in the broader Cockburn regional centre, to which the Cockburn town centre represents one quadrant of. The City's presence is significantly underpinned by its Youth Centre, its Cockburn Health and Community Facility and what can only be described as a new nation leading \$109m Cockburn Aquaticy and Recreation Centre (Cockburn ARC). The City has created the largest component of investment in the area by virtue of these facilities.

To reflect this, the important question is what the future holds for Lot 7? Whereas Lot 7 has a location central to the original town centre, the broader regional centre has grown significantly since the City acquired this land. The City rightfully sees its future focus orientated around the

Cockburn ARC, as one of the largest single pieces of infrastructure investment undertaken by a local government in WA. To this end, the careful decision making taken to date in respect of Lot 7 has provided the City with the ideal scenario in which to consider the possibility of an additional land purchase adjoining Cockburn ARC, in which to further establish its strategic civic presence. This may see the City acquire further land, or possibility participate in a land swap in order to secure land adjoining Cockburn ARC, being Lot 104.

Lot 7 was originally acquired from Landcorp, with associated obligations that the City construct a mixed use building within a specified timeframe. Arguably the City has done far more than this, through establishing the single largest infrastructure investment in the broader centre by way of its Youth Centre, Health and Community Facility and Cockburn ARC. So while Lot 7 remains undeveloped, the critical consideration is what the right kind of development is, at the right time in the market, which has the right kind of relationship with the City's community infrastructure presence and which supports the significant other private investment taking place not only within the town centre and regional centre, but potentially beyond the district of Cockburn. Also whether development is the right decision, versus other land acquisition as has been mentioned.

Decisions regarding any interim use of the land need to be carefully considered, especially in light of the dynamic nature which decisions on the ultimate land scenario/outcome may arise and need to be made. The City has already facilitated delivery of a temporary café by way of lease on the land adjacent to the town square, and this is considered a maximum extent of leasing interests that the City should consider. This is in light of the local presence of food and beverage outlets now immediately available within the town centre. The café is a short term use, which will need to transition from the site at some point.

Henderson Waste Recovery Park

Since 2008 the City has been actively considering the strategic planning for its Henderson Waste Recovery Park. There is a highly complex number of scenarios that influence what is a strategic land holding and enterprise for not only the City of Cockburn, but broader metropolitan region. Scenarios which are under continued testing and consideration as part of the strategic planning for the site include:

- Political and legal considerations that range from the waste levy at a State level right through to Federal and International agreements in respect of carbon market trading as well as State and Federal commitments to the sourcing and delivery of renewable energy;
- Economic considerations from as simple as reduced waste tonnages right the way through to the strategic decisions needing to be made about the City's municipal waste solution. This includes third bin trials, coupled with waste to energy processing and recovery technologies;
- Social considerations in positioning Henderson from a 'tip' to a truly integrated waste resource and recovery facility, and how waste needs to be considered by our community;
- Technological considerations especially in relation to the already mentioned technologies like waste to energy, third bin recovery, renewable energy extraction and capped and transitional land use upon filled cells.

The City's Engineering Directorate are actively pursuing strategic planning for the Henderson Waste Recovery Park, and future decision making by Council will have the task of directing our way forward in respect of this strategic site.

Latitude 32 (former Wattleup townsite)

The City has a number of landholdings within the former Wattleup townsite. The former townsite is identified as the next stage of the Latitude 32 industrial development project, and accordingly

the City's land will come under pressure for utilisation by Landcorp in order to deliver a coordinated industrial development outcome for the precinct area.

The City has been approached by Landcorp in respect of discussing options for the City's land, and potential participation in the industrial development. At a preliminary level, an option has been discussed whereby the City may consider exchanging its land for equivalent consolidated land such that the separate entities of the City and Landcorp can seek to subdivide independent of each other. Whereas Landcorp may have a short term timeframe, the City would be advocating a long term hold of the land given the nature of industrial land development and that Landcorp's first Flinders Precinct which sits atop the former Hope Valley town site, comprises subdivided industrial lots that are yet to be developed. These lots have been available to market for nearly a decade. By having consolidated independent land parcels, the City will be in the best position to consider its timing in the market in respect of when or if to release the land to market.

8.0 Land disposal process - evaluation, implementation and review

The land disposal process can be considered to comprise three key stages - evaluation, implementation and review.

The first process of evaluation represents the means through which the City identifies and evaluates alternative options in respect of its land portfolio. The process is undertaken through compiling and maintaining the Land Management Strategy, as the document responsible for the land actions of the City. Evaluation is ongoing, being undertaken throughout the year as different opportunities present themselves. This mirrors the budget cycles of the City, as aligned with the program provided through the Land Management Strategy. In addition to this, a major five year review is also undertaken, which includes evaluation of strategic land opportunities against the requirements of the City.

Evaluation actively considers land assets against the land asset disposal principles contained under Section 4.0. As provided through the principles, where a land asset does not meet the criteria, it can be identified as surplus and considered for disposal.

In addition, where it is identified that the financial performance of a land asset may not meet targets established, it should be identified as underperforming. If the performance of the land asset cannot be improved, it may also be considered as surplus and identified for disposal.

The evaluation process should also take into account public interest considerations. These include:

- Where an underutilised or underperforming land asset has some form of community significance and there could be expected to be significant resistance to disposal of the land asset into private ownership;
- Where an underutilised or underperforming land asset has strategic significance for future infrastructure development;
- Where there are significant heritage, environmental or public usage aspects associated with the land asset;
- Where market failure would be likely.

The evaluation process should also identify all issues that may need to be resolved before the land asset can be disposed of. This needs to consider all aspects of risks, costs, resource requirements and timelines. Potential issues may include:

- Native Title;
- Land management and title issues;
- Land use zoning and planning;
- Utility provider requirements;
- Subdivision and development potential;
- Heritage issues;
- Environmental issues;
- Drainage requirements.

9.0 Sale of Land Process

In terms of implementation, the City has developed a detailed procedure titled 'Amalgamation/Subdivision of Council Owned Land'. The procedure details the process by which land assets can be realised, and specifically focuses on the subdivision process. This process is undertaken by the City's Strategic Planning Business Unit.

Once a land asset has been subdivided and created in a form which allows it to be sold, Council Policy APD52 (Appointment of Real Estate Agent to sell Council owned Property) prescribes the process by which sale occurs.

It is imperative that the City manages its land disposal process in accordance with the legislative requirements of the Local Government Act 1995. In this regard, Section 3.58 (disposing of property) and 3.59 (commercial enterprises by local governments) are relevant. The City's Strategic Planning Business Unit will closely involve its solicitors at critical stages of the land disposal process to assist in maintaining legislative compliance with the requirements of the Local Government Act 1995.

Following each disposal process, the Strategic Planning Business Unit undertakes a review to consider outcomes and ways to improve future processes. Review is monitored through measures including:

- Disposals as a percentage of those identified in the current five year term of the Land Management Strategy;
- Average time for disposal processes;
- Impact of disposal on the City's finances, including return on investment measures.

10.0 Department of Lands guidelines

The Department of Lands has issued State Government approved guidelines which deal with the issue of surplus reserve land which was previously created through a land subdivision process and given up for public recreation, free of cost by the original subdivider of the land. These guidelines provide a clear scope to where surplus reserve land may become available to the local government to purchase, rezone and dispose of. Commonly referred to as the 'five per cent rule', it is important the Land Management Strategy identifies the principles behind the guidelines so as to inform the options which are available to the City in respect of surplus reserve land.

As it stands in 2016, the State Government has made no secret about more effectively leveraging from its vast land portfolio. To this end the five per cent rule has come under close scrutiny of late, to the point that there is a growing speculation that change will occur. This change appears to be focused on the State Government obtaining a greater share in the profit from such transactions, which have historically come under the five per cent rule criteria and benefited the majority local government. As no decision has been made, or indeed any formal representation made by the Department of Lands to local government on the proposal for change, this Land Management Strategy identifies the current guidelines as they exist.

Starting out, there are strong grounds for retaining the purpose for land which has been set aside and reserved via subdivision processes for public parkland under Section 152 of the Planning and Development Act 2005. This considers issues such as:

- The original subdivider of the land having a reasonable expectation that a reserve created through subdivision would be kept for the purpose it was created for;
- Purchasers of subdivided lots having an expectation that the existence of reserved land would remain, and having this possibly influence a decision to purchase land in the first place.

Although reserved land is vested in the Crown in fee simple under Section 152 of the Planning and Development Act 2005, the Minister for Lands can deal with it under the Land Administration Act 1997 after it has been revested. In revesting the land as Crown land, this will seek to affect the clear intentions of the Planning and Development Act 2005 and associated planning approvals by reserving the land for its vested purpose.

Generally such reserves should be retained as Crown land in the name of the State of Western Australia for their reserved purpose to the greatest degree practicable. Where any such reserve is proposed to be cancelled or disposed into fee simple, strict adherence to State Government approved guidelines needs to be followed.

In terms of the five per cent rule, the following extracts from the guidelines are relevant:

- Where relocation of unwanted Section 152 land does not offer the best solution to the local community's needs, a Local Government may, with the prior approval of the Minister for Lands and Department of Planning, dispose of identified reserves and apply the proceeds to capital improvements to other recreation reserves in the general locality;
- A condition of a reserve's sale to Local Government for disposal will require that a Trust fund be established for this purpose and that a separate audit and Audit Certificates be provided annually to show how the proceeds have been applied. Should certification be inadequate or indicate a breach of conditions, the Minister for Local Government will be asked to issue directions under the *Local Government Act 1995* to address the situation;
- To facilitate disposal in accordance with this policy, the Department of Lands will transfer the fee simple of the land to the relevant Local Government;

- Disposal of Section 152 reserves to Local Government should generally be on the basis of payment to the Department of Lands of \$500 or 5% of unimproved market value (as advised by the Valuer General), whichever is the greater. Statutory fees are also payable by Local Government;
- Local Government may establish one Section 152 Trust fund for proceeds from sale of all surplus Section 152 land, subject to:
 - Community consultation, including reference to where funds are likely to be expended;
 - The community being given an opportunity to comment on where funds from a particular disposal should be expended;
 - Establishment of a separate Trust fund for a particular purpose, where the community attitude is that disposal funds should be allocated to a specific project.
- Funds should only be spent on capital improvements to recreation land in the vicinity of the land sold.

Given the dynamic nature to which opportunities to rationalise reserve land evolve, it is difficult to accurately target such opportunities through the Land Management Strategy. Accordingly, the State Government approved guidelines provide the basis to which opportunities will be considered.

It should be noted that reserves that have been set aside for the purposes of 'Drainage' cannot be purchased using the five per cent rule. There are however situations where drainage reserves can be reduced in size through utilising improved engineering design and calculation of catchments. In these instances, the costs associated with the development of the alternative drainage approach can be offset against the purchase price for surplus land that may result. Accordingly opportunities for this may become apparent through continual review of drainage which takes place by the City's Engineering Directorate.

11.0 City of Cockburn Land Portfolio

Currently the City owns in freehold 201 individual land holdings. These range across the district, and have a combined land area of 195ha. The estimated raw (unimproved) value of the land portfolio is in the order of \$30m, based on past indicative land valuations. With fluctuation in land valuations, especially in the period before, during and following the global financial crises, this current valuation provides only an indicative guide to the raw value of the City's land portfolio. As demonstrated through processes of value adding, subdivision and development, the City is able to leverage significant returns from the basic raw value of its land portfolio.

The Land Register is an important companion document to the Land Management Strategy and is key to informing the rolling five year strategic action plan associated with the Land Management Strategy. A copy of the Land Register is provided within Appendix 1. Identification details for each landholding are recorded within the Land Register.

In analysing the current use and development of land in association with the various Business Units of the City, four main categories have been identified:

- Zoned land (identifying specific zone in each case);
 - Local Reserve - Parks and Recreation;
 - Local Reserve - Lakes and Drainage;
 - Miscellaneous (includes various other reserves).

Within each of these categories, each land parcel is further categorised according to the level of development/improvement which has taken place. These categories include:

- Vacant land;
- Road reserve;
- Drainage;
- Public open space;
- Sports field etc.

Of these categories and respective status, it was then determined whether:

- Land was available for development and/or sale - designated 'C' – current potential;
- Land may be available subject to further investigation - designated 'F' – future potential;
- Land was unavailable as it was committed to a current and/or future purpose - designated 'N' - not apparent.

This database provides a robust framework in which to consider the land development priorities for the rolling five year strategic plan. This is closely associated with the City's Strategic Community Plan.

12.0 Analysis of key projects proposed - 2017 to 2022 Land Management Strategy

In applying the Land Asset Disposal Principles listed under Section 4.0, key projects have been identified as part of this version of the Land Management Strategy. These are listed under Section 2.3.

The projects represent a broad mix of land development opportunities, which importantly leverage off both value adding planning processes as well as subdivision and development as indicated in the indicative subdivision plans in Appendix 2. This framework provides for a consistent and sustainable project task to be achieved over the coming five year period. As indicated previously, the dynamic nature of the property market means opportunities often arise in respect of the City's land assets. By having this framework of key projects supported by asset disposal and purchase principles, the City is able to remain agile and adapt as required to ensure opportunities which become available are harnessed.

Nominated commencement dates have been identified for the projects, to ensure that both appropriate financial and human resources are available to undertake the projects.

13.0 Conclusion

The 2017 - 2022 Land Management Strategy will provide the City with the means to effectively and efficiently manage its land portfolio, while at the same time fulfilling its legislative and community obligations. It provides principles which will be used to underpin land asset disposal and purchase decisions, and links at a strategic level to the City's Strategic Community Plan.

For the forthcoming period, the Land Management Strategy identifies the key projects under Section 2.3. The Land Management Strategy will receive a desktop review annually, and used to inform budget and resourcing requirements associated with land development within the City.

APPENDIX 1: LAND REGISTER

| PLAN ID | SUBURB | ASSET_NUMB | ZONE | LAND_USE | HOUSE OR LOT NUMBER | STREET | AREA | INDICATIVE VALUE | DEVELOPMENT/SALE C = Current F=Future N=Not apparent |
|---------|------------------|------------|----------------------------|--------------------|---------------------|----------------------|--------|------------------|---------------------------------------------------------------|
| 151 | BEELIAR WA | 4414000 | R15 | ROAD/RESIDENTIAL | L1003 | BEELIAR AND BIRCHLEY | 0.4449 | \$900,000 | Current potential |
| 131 | BIBRA LAKE WA | 4414177 | INDUSTRY-GENERAL | VACANT LAND | L1 | QUARIMOR RD | 0.079 | \$170,000 | Current potential |
| 147 | HAMMOND PARK | 5517621 | RR-IMPORTANT REGIONAL ROAD | VACANT LAND | L23 | RUSSELL ROAD | 0.3187 | \$800,000 | Current potential |
| 16 | SPEARWOOD WA | 2200584 | LR-PARKS & RECREATION | PARK | L 379 | PHOENIX ROAD | 0.7016 | \$5,000 | Current potential |
| 194 | SPEARWOOD WA | 6025584 | R20-RESIDENTIAL | VACANT LAND | 10 | GOLDSMITH ROAD | 0.3128 | | Current potential |
| 86 | WATTLEUP WA | 3314714 | RURAL | VACANT LAND | 11 | MARBAN WAY | 0.2052 | \$300,000 | Current potential |
| 105 | WATTLEUP WA | 3411753 | LR-PARKS & RECREATION | CENTRE | L 75 | MARBAN WAY | 1.4923 | \$50,000 | Current potential |
| 198 | BEELIAR WA | 6026584 | LOCAL CENTRE | VACANT LAND | L 805 | MEREVALE GDN | 0.5205 | | Future potential |
| 111 | BIBRA LAKE WA | 4114402 | INDUSTRY-DRY | VACANT LAND | 7 | HOWSON WAY | 2.2609 | \$496,000 | Future potential |
| 112 | BIBRA LAKE WA | 4114403 | INDUSTRY-DRY | VACANT LAND | 11 | HOWSON WAY | 1.9121 | \$436,000 | Future potential |
| 121 | BIBRA LAKE WA | 4412345 | INDUSTRY-DRY | VACANT LAND | 11 | RIVERS ST | 0.3636 | \$150,000 | Future potential |
| 180 | COCKBURN CENTRAL | 6007094 | REGIONAL CENTRE | VACANT LAND | 20 | LINKAGE AVENUE | 0.4646 | | Future potential |
| 29 | HAMILTON HILL WA | 2201160 | LR-LAKES & DRAINAGE | DRAINAGE | 53 | DAVILAK AVENUE | 0.2023 | \$600,000 | Future potential |
| 46 | HAMILTON HILL WA | 2205331 | RR-PARKS & RECREATION | PARK | 129 | JANSON ROAD | 0.1176 | \$50,000 | Future potential |
| 187 | HAMILTON HILL WA | 6014619 | R40-RESIDENTIAL | VACANT LAND (TREE) | 35 | PLANTAGENET CRESCENT | 0.0500 | | Future potential |
| 93 | HENDERSON WA | 3317212 | INDUSTRY-GENERAL | DRAINAGE | 10 | ALACRITY PLACE | 0.3654 | \$1,000 | Future potential |
| 135 | JANDAKOT WA | 5115266 | R30-RESIDENTIAL | VACANT LAND | L 107 | TURNBURY PARK DRIVE | 0.2452 | \$150,000 | Future potential |
| 156 | JANDAKOT WA | 5515802 | MIXED BUSINESS | VACANT LAND | L303 | PRINSEP | 0.6537 | \$300,000 | Future potential |
| 160 | JANDAKOT WA | 5515183 | R20-RESIDENTIAL | HOUSE | 25 | IMLAH COURT | 0.2244 | \$1,000,000 | Future potential |
| 161 | JANDAKOT WA | 5515185 | R20-RESIDENTIAL | HOUSE | 17 | IMLAH COURT | 0.6467 | \$2,000,000 | Future potential |
| 81 | MUNSTER WA | 3309222 | R30-RESIDENTIAL | VACANT LAND | 258 | MAYOR ROAD | 1.1814 | \$250,000 | Future potential |
| 134 | SOUTH LAKE WA | 5113713 | LR-COUNCIL USE | VACANT LAND | 14 | BUNDY COURT | 0.1237 | \$70,000 | Future potential |
| 146 | SOUTH LAKE WA | 5516732 | COMMERCIAL | VACANT LAND | 7 | OMEQ STREET | 0.1002 | \$100,000 | Future potential |
| 30 | SPEARWOOD WA | 2201172 | LR-LAKES & DRAINAGE | DRAINAGE | 13 | SCROOP WAY | 0.0855 | \$250,000 | Future potential |
| 44 | SPEARWOOD WA | 2205182 | LR-PARKS & RECREATION | PARK | L 100 | ANGUS AVENUE | 0.7026 | \$190,000 | Future potential |
| 45 | SPEARWOOD WA | 2205217 | LR-PARKS & RECREATION | CENTRE | L 124 | FALSTAFF CRESCENT | 1.4468 | \$50,000 | Future potential |
| 48 | SPEARWOOD WA | 2205871 | LR-PARKS & RECREATION | PARK | 1 | NINEHAM AVENUE | 0.432 | \$40,000 | Future potential |
| 52 | SPEARWOOD WA | 2207101 | LR-PARKS & RECREATION | PARK | L 18 | NINEHAM AVENUE | 0.3286 | \$80,000 | Future potential |
| 55 | SPEARWOOD WA | 2207215 | LR-LAKES & DRAINAGE | DRAINAGE | 12 | SCALES WAY | 0.1787 | \$20,000 | Future potential |
| 58 | SPEARWOOD WA | 2210527 | LR-PARKS & RECREATION | PARK | 23 | MELUN STREET | 0.946 | \$50,000 | Future potential |
| 59 | SPEARWOOD WA | 2210528 | LR-PARKS & RECREATION | PARK | 116 | MELUN STREET | 1.7452 | \$50,000 | Future potential |
| 60 | SPEARWOOD WA | 2210529 | LR-PARKS & RECREATION | PARK | 69 | MELUN STREET | 1.0699 | \$50,000 | Future potential |
| 61 | SPEARWOOD WA | 2210530 | LR-PARKS & RECREATION | PARK | L 54 | FALSTAFF CRESCENT | 0.9738 | \$50,000 | Future potential |
| 62 | SPEARWOOD WA | 2210536 | LR-PARKS & RECREATION | PARK | 2192 | INTERIM ROAD | 0.1953 | \$50,000 | Future potential |
| 71 | SPEARWOOD WA | 3209919 | LR-PARKS & RECREATION | RESERVE | 7 | LINTOTT WAY | 0.7346 | \$50,000 | Future potential |
| 72 | SPEARWOOD WA | 3209974 | LR-PARKS & RECREATION | VACANT LAND | 1 | LINTOTT WAY | 1.1526 | \$50,000 | Future potential |
| 73 | SPEARWOOD WA | 3209988 | LR-PARKS & RECREATION | DRAINAGE | L 915 | GOLDSMITH ROAD | 0.1452 | \$20,000 | Future potential |
| 75 | SPEARWOOD WA | 3210531 | LR-LAKES & DRAINAGE | SUMP/VACANT | 374 | LINTOTT WAY | 0.1581 | \$40,000 | Future potential |
| 78 | SPEARWOOD WA | 3210534 | LR-PARKS & RECREATION | VACANT LAND | L 10 | LINTOTT WAY | 0.6183 | \$30,000 | Future potential |
| 79 | SPEARWOOD WA | 3210535 | LR-PARKS & RECREATION | VACANT LAND | L 11 | LINTOTT WAY | 0.6182 | \$30,000 | Future potential |
| 83 | SPEARWOOD WA | 3309445 | RURAL | VACANT LAND | 469 | ROCKINGHAM ROAD | 2.0234 | \$50,000 | Future potential |
| 143 | SUCCESS WA | 5515614 | RURAL | VACANT LAND | L80 | BEELIAR DRIVE | 0.1677 | \$40,000 | Future potential |
| 103 | WATTLEUP WA | 3411701 | LR-LAKES & DRAINAGE | DRAINAGE | L 103 | MIRO STREET | 0.3323 | \$60,000 | Future potential |
| 104 | WATTLEUP WA | 3411744 | LR-LAKES & DRAINAGE | VACANT LAND | 11 | CORIN WAY | 0.1201 | \$40,000 | Future potential |

| | | | | | | | | | |
|-----|------------------|---------|------------------------------|-------------------|--------|-----------------------|--------|-----------|------------------|
| 107 | WATTLEUP WA | 3411832 | LR-PARKS & RECREATION | VACANT LAND | L 155 | WATTLEUP ROAD | 0.8119 | \$50,000 | Future potential |
| 109 | WATTLEUP WA | 3412088 | LR-PARKS & RECREATION | VACANT LAND | 43 | DALISON AVENUE | 0.2695 | \$10,000 | Future potential |
| 159 | WATTLEUP WA | 3411648 | RURAL | VACANT LAND | 45 | DALISON AVENUE | 1.3737 | \$350,000 | Future potential |
| 124 | YANGEBUP WA | 4412895 | R15-RESIDENTIAL | DRAINAGE | 39 | CERVANTES LOOP | 0.1743 | \$50,000 | Future potential |
| 128 | YANGEBUP WA | 4413888 | INDUSTRY-LIGHT | DRAINAGE | L146 | HAMMOND ROAD | 0.0987 | \$80,000 | Future potential |
| 129 | YANGEBUP WA | 4413913 | INDUSTRY-LIGHT | VACANT LAND | L147 | HAMMOND ROAD | 0.0666 | \$80,000 | Future potential |
| 185 | YANGEBUP WA | 6012480 | R40-RESIDENTIAL | VACANT LAND | L 1003 | BUNDEEGI GROVE | 0.4448 | | Future potential |
| 139 | ATWELL WA | 5515393 | RR-PUBLIC PURPOSES | VACANT LAND | L11 | BEENYUP ROAD | 0.884 | \$50,000 | Not apparent |
| 153 | BANJUP WA | 5514460 | DRAINAGE | DRAINAGE | L 24 | TAPPER ROAD BANJUP | 1.7138 | \$500 | Not apparent |
| 95 | BEELIAR WA | 3317885 | LR-PARKS & RECREATION | VACANT LAND | L470 | WATSON ROAD | 0.5175 | \$500 | Not apparent |
| 96 | BEELIAR WA | 3318515 | RURAL | DRAINAGE | 94 | EAST CHURCHILL AVENUE | 0.2875 | \$500 | Not apparent |
| 126 | BEELIAR WA | 4413154 | R20-RESIDENTIAL | VACANT LAND | L95 | LESUEUR PASS | 0.13 | \$6,500 | Not apparent |
| 178 | BEELIAR WA | 6007076 | LR-PP-Civic | COMMUNITY CENTRE | L 340 | LAKEFRONT AVENUE | 0.2544 | | Not apparent |
| 179 | BEELIAR WA | 6007084 | DRAINAGE | LAKE | L 844 | LAKEFRONT AVENUE | 0.2483 | | Not apparent |
| 184 | BEELIAR WA | 6011140 | PRIM REGIONAL ROAD | ROAD | L 811 | BELLIAR DRIVE | 0.9965 | | Not apparent |
| 1 | BIBRA LAKE WA | 1101925 | LR-COUNCIL USE | COMMUNITY CENTRE | 132 | PARKWAY ROAD | 0.2595 | \$103,840 | Not apparent |
| 2 | BIBRA LAKE WA | 1114116 | LR-PARKS & RECREATION | TOILETS | | BIBRA DRIVE | 0.2422 | \$5,000 | Not apparent |
| 3 | BIBRA LAKE WA | 1115969 | INDUSTRY-GENERAL | DRAINAGE | L604 | BROADMEADOWS ST | 0.0077 | \$385 | Not apparent |
| 4 | BIBRA LAKE WA | 1116203 | R12.5-RESIDENTIAL | DRAINAGE | 8 | EVERGLADES CLOSE | 0.0801 | \$4,005 | Not apparent |
| 5 | BIBRA LAKE WA | 1116720 | R12.5-RESIDENTIAL | DRAINAGE | L348 | TREATY OAK COVE | 0.0784 | \$5,000 | Not apparent |
| 6 | BIBRA LAKE WA | 1116938 | LR-LAKES & DRAINAGE | VACANT LAND | L 304 | MARSHWOOD RETREAT | 0.1956 | \$5,000 | Not apparent |
| 7 | BIBRA LAKE WA | 1117053 | R12.5-RESIDENTIAL | VACANT LAND | 23 | PROVINCIAL MEWS | 0.1021 | \$5,000 | Not apparent |
| 8 | BIBRA LAKE WA | 1117130 | R12.5-RESIDENTIAL | VACANT LAND | 1 | INVERCAULD AVE | 0.0793 | \$5,000 | Not apparent |
| 97 | BIBRA LAKE WA | 4115756 | INDUSTRY-DRY | DRAINAGE | 5 | QUARIMOR ROAD | 0.1428 | \$500 | Not apparent |
| 113 | BIBRA LAKE WA | 4115756 | INDUSTRY-GENERAL | DRAINAGE | 5 | QUARIMOR RD | 0.1428 | \$1,000 | Not apparent |
| 114 | BIBRA LAKE WA | 4300017 | INDUSTRY-DRY | WORKS DEPOT | 54 | WELLARD ST | 3.8532 | \$900,000 | Not apparent |
| 115 | BIBRA LAKE WA | 4300018 | INDUSTRY-DRY | VACANT LAND | 52 | WELLARD ST | 0.503 | \$100,000 | Not apparent |
| 117 | BIBRA LAKE WA | 4311002 | INDUSTRY-DRY | DRAINAGE | L 33 | WINCHESTER RD | 0.2026 | \$10,000 | Not apparent |
| 122 | BIBRA LAKE WA | 4412662 | INDUSTRY-GENERAL | VACANT LAND | 3 | COOLIBAH WAY | 0.2 | \$10,000 | Not apparent |
| 125 | BIBRA LAKE WA | 4413070 | INDUSTRY-GENERAL | DRAINAGE | L28 | MIGUEL RD | 0.251 | \$10,000 | Not apparent |
| 127 | BIBRA LAKE WA | 4413214 | INDUSTRY-LIGHT | VACANT LAND | 42 | BARBERRY WAY | 0.1241 | \$6,210 | Not apparent |
| 200 | BIBRA LAKE WA | 6026655 | INDUSTRY | OPERATIONS CENTRE | 52 | WELLARD ST | 1.0060 | | Not apparent |
| 87 | COOGEE WA | 3316029 | R15-RESIDENTIAL | DRAINAGE | 343 | HAMILTON ROAD | 0.0825 | \$5,000 | Not apparent |
| 88 | COOGEE WA | 3316030 | R15-RESIDENTIAL | DRAINAGE | 16 | HAMILTON ROAD | 0.0773 | \$5,000 | Not apparent |
| 90 | COOGEE WA | 3316738 | R15-RESIDENTIAL | DRAINAGE | 22 | MARITIME TERRACE | 0.1161 | \$10,000 | Not apparent |
| 91 | COOGEE WA | 3316857 | R15-RESIDENTIAL | DRAINAGE | 16 | SHOAL COURT | 0.0204 | \$500 | Not apparent |
| 94 | COOGEE WA | 3317531 | R30-RESIDENTIAL | DRAINAGE | 10 | PICOTEE MEWS | 0.0799 | \$1,000 | Not apparent |
| 99 | COOGEE WA | 3411564 | RURAL | VACANT LAND | L 51 | ROCKINGHAM ROAD | 0.0783 | \$500 | Not apparent |
| 195 | COOLBELLUP | 6025873 | LR-PP-Aged Care | VACANT LAND | 90 | COOLBELLUP AVEENUE | 2.0747 | | Not apparent |
| 9 | HAMILTON HILL WA | 2200207 | R15-RESIDENTIAL | DRAINAGE | 70 | ROCKINGHAM ROAD | 0.0615 | \$2,000 | Not apparent |
| 10 | HAMILTON HILL WA | 2200365 | LR-PARKS & RECREATION | POWER LINE | L800 | ELY STREET | 0.5340 | \$10,000 | Not apparent |
| 11 | HAMILTON HILL WA | 2200366 | LR-PARKS & RECREATION | CHANGE ROOMS | L 177 | ELY STREET | 4.5378 | \$10,000 | Not apparent |
| 14 | HAMILTON HILL WA | 2200521 | LR-PARKS & RECREATION | PARK | 44 | SOUTHWELL CRESCENT | 0.1308 | \$60,000 | Not apparent |
| 15 | HAMILTON HILL WA | 2200525 | LR-PARKS & RECREATION | VACANT LAND | L 362 | YORSTON PLACE | 0.087 | \$40,000 | Not apparent |
| 17 | HAMILTON HILL WA | 2200586 | LR-PARKS & RECREATION | PARK | L 210 | SOUTHWELL CRESCENT | 1.2918 | \$50,000 | Not apparent |
| 18 | HAMILTON HILL WA | 2200587 | LR-PARKS & RECREATION | PARK | L 146 | SOUTHWELL CRESCENT | 0.3992 | \$50,000 | Not apparent |
| 19 | HAMILTON HILL WA | 2200588 | LR-PARKS & RECREATION | PUBLIC OPEN SPACE | L 172 | SOUTHWELL CRESCENT | 0.3464 | \$50,000 | Not apparent |
| 22 | HAMILTON HILL WA | 2200907 | LR-PARKS & RECREATION | DRAINAGE | 55 | REDMOND ROAD | 0.1425 | \$5,000 | Not apparent |
| 24 | HAMILTON HILL WA | 2201147 | LR-LAKES & DRAINAGE | DRAINAGE | 27 | CLARA ROAD | 0.0946 | \$1,000 | Not apparent |
| 25 | HAMILTON HILL WA | 2201150 | LR-LAKES & DRAINAGE | DRAINAGE | 391 | CARRINGTON STREET | 0.0997 | \$1,000 | Not apparent |
| 26 | HAMILTON HILL WA | 2201152 | LR-LAKES & DRAINAGE | DRAINAGE | 49 | FREDERICK ROAD | 0.041 | \$1,000 | Not apparent |
| 27 | HAMILTON HILL WA | 2201155 | RR-CONTROLLED ACCESS HIGHWAY | HALL | 435 | CARRINGTON STREET | 0.3662 | \$91,550 | Not apparent |
| 28 | HAMILTON HILL WA | 2201157 | LR-PARKS & RECREATION | CHANGE ROOMS | L 11 | LUCIUS ROAD | 6.4118 | \$50,000 | Not apparent |
| 36 | HAMILTON HILL WA | 2201235 | LR-PARKS & RECREATION | CLUB | L 6 | HAMILTON ROAD | 0.5787 | \$20,000 | Not apparent |
| 39 | HAMILTON HILL WA | 2202281 | LR-PARKS & RECREATION | CLUB | L101 | HAMILTON ROAD | 2.247 | \$100,000 | Not apparent |
| 40 | HAMILTON HILL WA | 2202282 | LR-PARKS & RECREATION | HOUSE/PARK | 83 | HAMILTON ROAD | 2.5915 | \$130,000 | Not apparent |
| 50 | HAMILTON HILL WA | 2206915 | LR-LAKES & DRAINAGE | DRAINAGE | 6 | PHOENIX ROAD | 0.0839 | \$4,195 | Not apparent |

| | | | | | | | | | |
|-----|------------------|---------|-------------------------------|------------------------|--------|-------------------|---------|-------------|--------------|
| 53 | HAMILTON HILL WA | 2207116 | LR-PARKS & RECREATION | SPORTS GROUND | L 20 | HAMILTON ROAD | 2.9119 | \$40,000 | Not apparent |
| 56 | HAMILTON HILL WA | 2207268 | LR-LAKES & DRAINAGE | DRAINAGE | 1 | HALKIN PLACE | 0.0703 | \$3,000 | Not apparent |
| 57 | HAMILTON HILL WA | 2210189 | LR-LAKES & DRAINAGE | DRAINAGE | L 26 | STRATTON STREET | 0.02 | \$1,000 | Not apparent |
| 65 | HAMILTON HILL WA | 2210539 | LR-LAKES & DRAINAGE | DRAINAGE | L 2 | COCKBURN ROAD | 0.0534 | \$2,665 | Not apparent |
| 67 | HAMILTON HILL WA | 2212002 | R15-RESIDENTIAL | DRAINAGE | L 315 | HYNES WAY | 0.0179 | \$1,000 | Not apparent |
| 148 | HAMILTON HILL WA | 2200591 | LR-PARKS & RECREATION | PUBLIC OPEN SPACE | L 459 | BOURBON STREET | 0.0773 | \$20,000 | Not apparent |
| 152 | HAMILTON HILL WA | 2201149 | R15 POWER EASEMENT | HALL / SUMP | 71 | FREDERICK STREET | 0.2271 | \$500 | Not apparent |
| 164 | HAMILTON HILL WA | 2200363 | LR-PARKS & RECREATION | VACANT LAND | 51 | BOURBON STREET | 0.1538 | | Not apparent |
| 165 | HAMILTON HILL WA | 2200364 | LR-PARKS & RECREATION | VACANT LAND | 50 | WATTERTON PLACE | 0.1266 | | Not apparent |
| 186 | HAMILTON HILL WA | 6013781 | DRAINAGE | SUMP | L 800 | CHESHAM WAY | 0.7460 | | Not apparent |
| 188 | HAMILTON HILL WA | 6014849 | LR-PARKS & RECREATION | POS | L 800 | BOURBON STREET | 0.0355 | | Not apparent |
| 189 | HAMILTON HILL WA | 6016794 | DRAINAGE | SUMP | L 700 | AMBERLEY WAY | 0.1730 | | Not apparent |
| 201 | HAMILTON HILL WA | 6027195 | LR-PARKS & RECREATION | POS /HOUSE | 83 | HAMILTON ROAD | 2.5195 | | Not apparent |
| 168 | HAMMOND PARK | 5518487 | SPECIAL USE 23 | POWER LINE | L 30 | BALER COURT | 6.2750 | | Not apparent |
| 98 | HENDERSON WA | 3411003 | RURAL | HALL | 739 | ROCKINGHAM ROAD | 0.9105 | \$45,670 | Not apparent |
| 100 | HENDERSON WA | 3411565 | RURAL-RESTRICT USE-WASTE DISP | RUBBISH TIP | L 235 | DALISON AVENUE | 20.1938 | \$958,300 | Not apparent |
| 101 | HENDERSON WA | 3411566 | RURAL-RESTRICT USE-WASTE DISP | RUBBISH TIP | L 2 | MOYLAN ROAD | 25.3409 | \$958,300 | Not apparent |
| 108 | HENDERSON WA | 3412022 | RURAL-RESTRICT USE-WASTE DISP | TIP | L 52 | ROCKINGHAM ROAD | 23.0144 | \$1,151,230 | Not apparent |
| 110 | HENDERSON WA | 3412165 | LR-LAKES & DRAINAGE | DRAINAGE | L152 | SPARKS ROAD | 0.0859 | \$20,000 | Not apparent |
| 166 | HENDERSON WA | 3316559 | DRAINAGE | VACANT LAND | 26 | SPARKS ROAD | 0.3360 | | Not apparent |
| 145 | JANDAKOT WA | 5516585 | LR-PARKS & RECREATION | SCHOOL | 12 | POLETTI ROAD | 0.429 | \$21,465 | Not apparent |
| 149 | JANDAKOT WA | 5516571 | INDUSTRY-GENERAL | VACANT LAND | 14 | DAVISON ROAD | 0.1308 | \$6,545 | Not apparent |
| 158 | JANDAKOT WA | 5519840 | PP PUBLIC PURPOSES | VACANT LAND | L52 | THOMAS STREET | 0.1858 | \$1 | Not apparent |
| 85 | MUNSTER WA | 3314429 | LR-LAKES & DRAINAGE | VACANT LAND | 20 | KIPLING STREET | 0.07 | \$5,000 | Not apparent |
| 190 | NORTH COOGEE | 6017122 | DEVELOPMENT AREA | MARINA CENTRE BUILDING | 5 | MARABOO WHARF | 0.0403 | | Not apparent |
| 191 | NORTH COOGEE | 6017123 | DEVELOPMENT AREA | FUEL STORAGE TANK | L 1103 | MEDINA PARADE | 0.0223 | | Not apparent |
| 132 | SOUTH LAKE WA | 5107237 | LR-PP-GAS PIPELINE | VACANT LAND | L 15 | MASON COURT | 0.1588 | \$500 | Not apparent |
| 133 | SOUTH LAKE WA | 5113439 | RR-PUBLIC PURPOSES | VACANT LAND | L13 | THOMAS STREET | 2.0234 | \$1 | Not apparent |
| 136 | SOUTH LAKE WA | 5513029 | LR-PARKS & RECREATION | POWER LINE | 79 | THOMAS STREET | 1.4063 | \$10,000 | Not apparent |
| 140 | SOUTH LAKE WA | 5515491 | R15-RESIDENTIAL | DRAINAGE | 23 | TULIPWOOD PLACE | 0.1055 | \$5,000 | Not apparent |
| 154 | SOUTH LAKE WA | 5517197 | PIPELINE | PIPELINE | L 232 | ORCHARD ROAD | 0.1784 | \$500 | Not apparent |
| 167 | SOUTH LAKE WA | 5114444 | R40-RESIDENTIAL | VACANT LAND | L1 | BERRIGAN DRIVE | 3.0870 | | Not apparent |
| 169 | SOUTH LAKE WA | 5519841 | SPECIAL USE 23 | POWER LINE | L 51 | BRIGGS STREET | 0.1856 | | Not apparent |
| 175 | SOUTH LAKE WA | 6002918 | LR-PARKS & RECREATION | POS | 26 | SYCAMORE AVE | 0.0925 | | Not apparent |
| 177 | SOUTH LAKE WA | 6003992 | LR-PARKS & RECREATION | POS | L 923 | CORAL GUM GRN | 0.1436 | | Not apparent |
| 12 | SPEARWOOD WA | 2200368 | LR-PARKS & RECREATION | DRAINAGE | L 281 | BULLFINCH STREET | 0.5655 | \$30,000 | Not apparent |
| 13 | SPEARWOOD WA | 2200369 | LR-LAKES & DRAINAGE | DRAINAGE | L 282 | SKEAHAN STREET | 0.0534 | \$700 | Not apparent |
| 20 | SPEARWOOD WA | 2200642 | LR-LAKES & DRAINAGE | DRAINAGE | 3 | ANGUS AVENUE | 0.1038 | \$5,000 | Not apparent |
| 21 | SPEARWOOD WA | 2200787 | LR-KINDERGARTEN | INFANT HEALTH FACILITY | 29 | MARCH STREET | 0.2061 | \$57,000 | Not apparent |
| 23 | SPEARWOOD WA | 2201131 | LR-PARKS & RECREATION | PARK | L 69 | INTERIM ROAD | 0.3409 | \$10,000 | Not apparent |
| 31 | SPEARWOOD WA | 2201177 | LR-PARKS & RECREATION | TOILETS | L 207 | ALFRED STREET | 2.638 | \$50,000 | Not apparent |
| 32 | SPEARWOOD WA | 2201178 | LR-PARKS & RECREATION | PARK | L 113 | FALSTAFF CRESCENT | 0.5 | \$25,000 | Not apparent |
| 33 | SPEARWOOD WA | 2201179 | LR-LAKES & DRAINAGE | DRAINAGE | 273 | SPEARWOOD AVENUE | 0.0728 | \$5,000 | Not apparent |
| 34 | SPEARWOOD WA | 2201184 | LR-LAKES & DRAINAGE | DRAINAGE | 236 | SPEARWOOD AVENUE | 0.0817 | \$5,000 | Not apparent |
| 35 | SPEARWOOD WA | 2201185 | LR-LAKES & DRAINAGE | DRAINAGE | 86 | EDELIN STREET | 0.0865 | \$5,000 | Not apparent |
| 37 | SPEARWOOD WA | 2201387 | RR-CONTROLLED ACCESS HIGHWAY | VACANT LAND | L 23 | SPEARWOOD AVENUE | 1.8399 | \$50,000 | Not apparent |
| 38 | SPEARWOOD WA | 2202027 | LR-PARKS & RECREATION | CLUB | 9 | KENT STREET | 1.6539 | \$80,000 | Not apparent |
| 41 | SPEARWOOD WA | 2202900 | R15-RESIDENTIAL | PARK | 24 | ANGUS AVENUE | 0.1113 | \$50,000 | Not apparent |
| 42 | SPEARWOOD WA | 2203416 | LR-PARKS & RECREATION | SPORTS GROUND | 1 | KENT STREET | 1.0294 | \$50,000 | Not apparent |
| 43 | SPEARWOOD WA | 2203653 | LR-PARKS & RECREATION | PARK | 17 | KENT STREET | 1.6503 | \$50,000 | Not apparent |
| 47 | SPEARWOOD WA | 2205695 | LR-LAKES & DRAINAGE | DRAINAGE | 15 | SCROOP WAY | 0.0809 | \$5,000 | Not apparent |
| 49 | SPEARWOOD WA | 2206444 | LR-PARKS & RECREATION | PARK | 41 | GERALD STREET | 0.5042 | \$20,000 | Not apparent |
| 51 | SPEARWOOD WA | 2206933 | LR-PARKS & RECREATION | PARK | L 1 | FALSTAFF CRESCENT | 2.49 | \$50,000 | Not apparent |
| 54 | SPEARWOOD WA | 2207117 | LR-PARKS & RECREATION | PARK | L 22 | ADELA PLACE | 0.8094 | \$40,000 | Not apparent |
| 63 | SPEARWOOD WA | 2210537 | LR-PARKS & RECREATION | PARK | 112 | MACMORRIS WAY | 0.0326 | \$2,000 | Not apparent |
| 64 | SPEARWOOD WA | 2210538 | LR-PARKS & RECREATION | PARK | L 1 | HAMILTON ROAD | 0.0455 | \$1,000 | Not apparent |
| 66 | SPEARWOOD WA | 2210560 | R15-RESIDENTIAL | PIPELINE | 1 | PISTOL STREET | 0.0309 | \$1,545 | Not apparent |

| | | | | | | | | | |
|-------|--------------|---------|-----------------------|--------------------|--------|--------------------|----------|----------|--------------|
| 68 | SPEARWOOD WA | 3201106 | LR-PARKS & RECREATION | VACANT LAND | 13 | ETHERINGTON AVENUE | 0.0057 | \$500 | Not apparent |
| 69 | SPEARWOOD WA | 3209779 | LR-PARKS & RECREATION | OVAL | 342 | ROCKINGHAM ROAD | 1.9829 | \$99,250 | Not apparent |
| 70 | SPEARWOOD WA | 3209914 | LR-PARKS & RECREATION | CHANGE ROOMS | L 90 | GALIAN WAY | 0.0669 | \$500 | Not apparent |
| 74 | SPEARWOOD WA | 3210285 | LR-LAKES & DRAINAGE | DRAINAGE | 358 | ROCKINGHAM ROAD | 0.0589 | \$2,945 | Not apparent |
| 76 | SPEARWOOD WA | 3210532 | LR-PARKS & RECREATION | PARK | 301 | KEATS PLACE | 0.0893 | \$500 | Not apparent |
| 77 | SPEARWOOD WA | 3210533 | LR-PARKS & RECREATION | VACANT LAND | 5 | LINTOTT WAY | 0.0211 | \$500 | Not apparent |
| 80 | SPEARWOOD WA | 3211859 | RURAL | DRAINAGE | L 40 | OCEAN ROAD | 0.1 | \$2,000 | Not apparent |
| 82 | SPEARWOOD WA | 3309260 | RURAL | DRAINAGE | 12 | TROODE STREET | 1.6011 | \$5,000 | Not apparent |
| 84 | SPEARWOOD WA | 3311000 | LR-LAKES & DRAINAGE | VACANT LAND | L 509 | IONESCO STREET | 0.3303 | \$20,000 | Not apparent |
| 150 | SPEARWOOD WA | 2201125 | LR-PARKS & RECREATION | VACANT LAND | L 60 | MACMORRIS WAY | 0.4535 | \$15,000 | Not apparent |
| 193 | SPEARWOOD WA | 6023604 | LR-PARKS & RECREATION | RECREATION /HOUSE | 13 | KENT STREET | 1.6539 | | Not apparent |
| 137 | SUCCESS WA | 5514361 | DEVELOPMENT | VACANT LAND | L 14 | HAMMOND ROAD | 0.4072 | \$50,000 | Not apparent |
| 138 | SUCCESS WA | 5514390 | DEVELOPMENT | VACANT LAND | 9 | BARTRAM ROAD | 1.1602 | \$500 | Not apparent |
| 141 | SUCCESS WA | 5515612 | R15-RESIDENTIAL | VACANT LAND | L 1000 | ALABASTER DRIVE | 0.4364 | \$500 | Not apparent |
| 142 | SUCCESS WA | 5515613 | R15-RESIDENTIAL | VACANT LAND | L1001 | BEELIAR DRIVE | 0.2523 | \$500 | Not apparent |
| 144 | SUCCESS WA | 5516565 | R15-RESIDENTIAL | VACANT LAND | 22 | BANINGAN AVENUE | 0.0727 | \$3,640 | Not apparent |
| 170 | SUCCESS WA | 5519980 | R20-RESIDENTIAL | PIPELINE | 9 | MINERVA | 0.0359 | | Not apparent |
| 171 | SUCCESS WA | 6000474 | DRAINAGE | OPEN DRAIN | L 9053 | WENTWORTH PARADE | 1.0286 | | Not apparent |
| 172 | SUCCESS WA | 6000660 | SPECIAL USE 23 | POWER LINE | L 31 | BALER COURT | 1.4569 | | Not apparent |
| 173 | SUCCESS WA | 6000661 | SPECIAL USE 23 | POWER LINE | L 32 | BALER COURT | 1.4569 | | Not apparent |
| 174 | SUCCESS WA | 6000662 | SPECIAL USE 23 | POWER LINE | L 33 | BALER COURT | 1.4569 | | Not apparent |
| 176 | SUCCESS WA | 6003304 | DRAINAGE | SUMP | L 101 | ALABASTER DRIVE | 0.3253 | | Not apparent |
| 181 | SUCCESS WA | 6010553 | DRAINAGE | OPEN DRAIN | 9 | WARRU GDN | 0.1832 | | Not apparent |
| 182 | SUCCESS WA | 6010554 | DRAINAGE | OPEN DRAIN | 9 | WARRU GDN | 0.1692 | | Not apparent |
| 183 | SUCCESS WA | 6010555 | DRAINAGE | OPEN DRAIN | 9 | WARRU GDN | 0.0224 | | Not apparent |
| 192 | SUCCESS WA | 6017401 | DEVELOPMENT | INTERGRATED HEALTH | 11 | WENTWORTH PARADE | 1.3304 | | Not apparent |
| 102 | WATTLEUP WA | 3411648 | RURAL | VACANT LAND | 45 | DALISON AVENUE | 1.1022 | \$1,000 | Not apparent |
| 106 | WATTLEUP WA | 3411783 | LR-LAKES & DRAINAGE | VACANT LAND | 5 | ROTHWELL COURT | 0.0809 | \$5,000 | Not apparent |
| 123 | WATTLEUP WA | 4412802 | RURAL | VACANT LAND | L303 | WATTLEUP ROAD | 0.0225 | \$500 | Not apparent |
| 89 | YANGEBUP WA | 3316675 | INDUSTRY-LIGHT | DRAINAGE | L 113 | DOBRA ROAD | 0.0512 | \$1,000 | Not apparent |
| 92 | YANGEBUP WA | 3317074 | INDUSTRY-LIGHT | DRAINAGE | L703 | ERCEG ROAD | 0.0144 | \$500 | Not apparent |
| 116 | YANGEBUP WA | 4309348 | LR-COUNCIL USE | HALL | L206 | SWALLOW DRIVE | 0.2328 | \$50,000 | Not apparent |
| 118 | YANGEBUP WA | 4314716 | R15-RESIDENTIAL | DRAINAGE | 2 | MARIGOLD PLACE | 0.1249 | \$5,000 | Not apparent |
| 119 | YANGEBUP WA | 4315917 | R15-RESIDENTIAL | VACANT LAND | 93 | YANGEBUP ROAD | 0.029 | \$5,000 | Not apparent |
| 120 | YANGEBUP WA | 4315948 | R15-RESIDENTIAL | DRAINAGE | 19 | MAGNOLIA GARDENS | 0.1669 | \$5,000 | Not apparent |
| 157 | YANGEBUP WA | 3319216 | R20-RESIDENTIAL | SUMP | 7 | PATRI LANE | 0.0613 | \$1 | Not apparent |
| Total | | | | | | | 189.9975 | | |

Appendix 2 - Indicative subdivision designs



Lot 1300 Goldsmith Street, Spearwood
Net profit forecast = \$1m



Lot 110 March Street, Spearwood
Net profit forecast = \$1.5m



Lot 33 Davilak Avenue, Hamilton Hill
Net profit forecast = \$1.3m



Pt Lot 9000 Plantagenet Cres, Hamilton Hill
Net profit forecast = \$1m



Lot 80 Beeliar Drive, Success
Net profit forecast = \$1m



Lots 805 and 9004 Beeliar Dr, Success
Net profit forecast = \$6m



Lot 40 Cervantes Loop, Yangebup
Net profit forecast = \$1m



Lot 1 Berrigan Drive, South Lake
Net profit forecast = \$5m



Lot 103 Omeo Street, South Lake;
Net profit forecast = \$1.3m



Lot 23 Russell Road, Success;
Net profit forecast = \$1.5m



Lot 24 and 646 Imlah Court, Jandakot
Net profit forecast = \$1.3m



City of Cockburn
Project management internal audit
March 2017 report

Contents

| | |
|------------------------------|-----|
| 1. Introduction | 3-4 |
| 2. Key results | 5-6 |
| 3. Proposed roadmap | 7 |
| 4. Improvement opportunities | 8-9 |

Inherent Limitations

The Services provided are advisory in nature and have not been conducted in accordance with the standards issued by the Australian Auditing and Assurance Standards Board and consequently no opinions or conclusions under these standards are expressed.

Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made. Our work is performed on a sample basis; we cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud.

Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate. Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by City of Cockburn personnel. We have not attempted to verify these sources independently unless otherwise noted within the report.

Limitation of Use

This report is intended solely for the information and internal use of the City of Cockburn in accordance with our terms of reference accepted on 9 February 2017, and is not intended to be and should not be used by any other person or entity. No other person or entity is entitled to rely, in any manner, or for any purpose, on this report. We do not accept or assume responsibility to anyone other than the City of Cockburn for our work, for this report, or for any reliance which may be placed on this report by any party other than the City of Cockburn.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity (and in Australia this is the partnership of Deloitte Touche Tohmatsu).

The entity named herein is a legally separate and independent entity. In providing this document, the author only acts in the named capacity and does not act in any other capacity. Nothing in this document, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia).

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Touche Tohmatsu Limited.

© 2017 Deloitte Risk Advisory Pty Ltd.

1. Introduction

As part of the City of Cockburn's 2016/17 Internal Audit activity, Deloitte was assigned to undertake an assessment of the City's governance, risk management and internal control over its project management framework.

Reference to strategic risk

The City recognises Project Management as a high risk aspect of its operations (risk COC-STR-18 is described as "*Inconsistent application of the project management framework to City projects*") in its strategic risk register. The causal factors, impacts, current controls and treatment options outlined in the strategic risk register are.

| Causal factors | Impacts | Current controls | Treatment options |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Resistance to cultural change Inconsistent and duplication of processes Lack of skills training Inconsistent PMF Selecting wrong project manage software solution for the City Fundamental lack of governance from an IS perspective. | <ul style="list-style-type: none"> Silo approach to projects Budget impacts "Parachuted projects" Incomplete and changes to project scoping. | <ul style="list-style-type: none"> Project management tools Staff training Cross functional meetings Long term financial plan. | <ul style="list-style-type: none"> Establish project governance framework Certificate IV in project management has been scheduled for relevant employees throughout the organisation to raise understanding in fundamentals of project management. |

Purpose

The internal audit assessed the effectiveness of the internal controls designed and implemented by the City over its existing and proposed project management framework in order to identify any key gaps in the City's project management framework and to provide advice for further improvement.

Ultimately, the results of this internal audit are expected to inform the City on how it can design and apply a more comprehensive and effective plan for managing the risk of "*Inconsistent application of the project management framework to City projects*".

Scope

The following elements of the City's project management framework were considered by the internal audit:

- Project management framework organisation and structure, including roles, responsibilities and capabilities
- Project planning, including:
 - Setting project scope/specifications and timeframes
 - Project costing
 - Approvals
 - Project risk assessment/management
- Certification requirements
- Project progress/performance monitoring and reporting, including information and communication processes and the City's use of TechOne capabilities.

Key questions asked by this internal audit

The internal audit aimed to answer the following questions:

- Are projects appropriately recognised and categorised?
- Has a defined project management methodology been established, setting the baseline for consistent project execution and delivery against time budget, cost budget and quality expectations?
- Is a distinguishable project management culture evident across the organisation and/or specific to business units?
- Has a project gateway process been established, to ensure projects align to the City's overall strategy?
- Have project owners been established, with adequate training and qualifications?
- Have appropriate governance mechanisms been established to ensure timely project reporting and oversight to increase the probability of project success?
- Are appropriate mechanisms in place to facilitate cross project communication and transparency?
- Are appropriate processes in place to ensure that project risks and issues are appropriately identified, analyse and managed throughout the lifecycle of the project?
- Has a fit-for-purpose project management office (PMO) function (or equivalent) been implemented with appropriate resourcing and skillset?

Work performed

We applied the following approach to this assignment:

- Discussed and agreed scope of work through a kick of meeting with the Director, Finance and Corporate Services; Executive Manager, Strategy and Civic Support; Manager Financial Services; and Governance and Risk Management Co-ordinator
- Gained high level insights on staff perception and behaviour toward risk and compliance with project management responsibilities by utilising Deloitte's control climate assessment tool
- Developed an understanding of the project management framework in scope through discussion with relevant managers and staff (a total of 17 personnel participated in this assignment) as well as a desktop review of relevant policies, procedures and practices
- Identified risk and control procedures relevant to the in-scope areas
- Assessed the control design through walkthroughs of the in-scope processes with key personnel
- Made recommendations where the City can improve and further mature its project management framework
- Presented a draft report to management outlining findings/gaps and opportunities for improvement.

The internal audit focused on current state processes. Compliance testing was not undertaken.

Background and context

Project Governance and the City's definition of a "Project"

In October 2016, the City developed its Project Governance Framework (as one of the nominated risk treatment options), which is designed to "direct how staff ensure that their management of projects meets contemporary demands for good governance".

This Framework defines a project as having all of the following characteristics:

- An activity with a defined objective, solution or product
- Action with a clear beginning and end
- Having boundaries (defined scope)
- Requiring a project manager who oversees an interdisciplinary project team
- Having a specific time frame with distinct start and end dates
- Requiring a time, cost and quality control mechanism
- Usually being a one-time effort with finite resources
- Having a whole of project financial value over \$100,000 (including operational funds, capital and staff resources) or an assessed risk level of Substantial, High or Extreme.

What projects are undertaken and how are they managed?

The City does not maintain a single reference for the number and value of projects under management or the future pipeline of projects. Nevertheless, it is recognised that the City undertakes a significant number of projects, with all divisions involved in managing projects to at least some degree. For example:

- Engineering and Works manage the largest number of projects, representing approximately 75% of the City's budgeted capital spend for 2016/17 (excluding the Cockburn ARC). Engineering and Works uses TechOne's Capital and Project management modules to capture and monitor key elements of its projects (e.g. risks, issues, milestones, etc.) and to store artefacts relating to projects (e.g. specification requirements, project plans, etc.) The tool has been partially implemented; streamlining project information capture and management, providing clarity and consistency in approach for staff. The tool also provides management level reporting of project actual spend against budget, plus commentary of project status
- The City's largest single project is the current construction of the Cockburn ARC (a total estimated cost of approximately \$109m, with the City contributing approximately 75%), which is managed internally by the Manager Recreation & Community Safety with the support of an appointed external project manager, NS Projects. A Project Control Group and Project Working Group were established to actively monitor and control the project and to enable effective decision making
- Other divisions and business units also manage projects, using different approaches and methodologies (e.g. Information Systems applies a PRINCE 2 methodology; external project managers are appointed for higher value and higher risk projects).

2. Key results

Summary of observations (answers to the nine key questions asked by this internal audit)

| Key question | Answer | Key question | Answer |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Are projects appropriately recognised and categorised? | <p>Partially</p> <ul style="list-style-type: none"> The City's Project Governance Framework document defines what constitutes a project. However, projects are not further categorised (to help direct the degree of project management to apply) and there is some inconsistency in the application of this definition across business units The City does not have an organisation-wide view of the status of all projects that it is undertaking. This situation limits the City's Executive to have the level of oversight required to make effective decisions. | 4. Has a project gateway process been established, to ensure projects align to the City's overall strategy? | <p>Partially</p> <ul style="list-style-type: none"> Some business units use a gateway process prior to projects being recognised and approved/funded, however there is no consistent approach to ensure projects remain aligned to the City's strategies (at key gateways) In the absence of an effective gateway or process checklist, project planning, scoping and costing has been highlighted (by personnel interviewed) as a significant and consistent weakness of the City's project management efforts, leading to consistent and sometimes significant cost and time overruns. |
| 2. Has a defined project management methodology been established, setting the baseline for consistent project execution and delivery against time budget, cost budget and quality expectations? | <p>Partially</p> <ul style="list-style-type: none"> The City's Project Governance Framework document also describes the City's governance requirements, clarifies roles and responsibilities and provides a governance base for the configuration of TechOne's project management module Some business units have applied a consistent project management methodology (e.g. within Engineering and Works; and Information Systems, which are based on the PMBOK and PRINCE 2 methodologies respectively). However, there is no defined, let alone consistent approach to project management across the City's other business units Project close-out (including handover and celebration) and recognition of lessons learned are widely considered to be significant weaknesses (and therefore genuine opportunities for improvement) in the City's project management activities. | 5. Have project owners been established, with adequate training and qualifications? | <p>Partially</p> <ul style="list-style-type: none"> Some business units define project managers and project sponsors and/or owners, however, there is an inconsistent understanding of the need (and benefit) for a formal project structure Base level (Certificate IV) project management training was offered to staff in 2016 and some staff have other relevant qualifications The City has not fully matched its project management capability and competencies with its needs and there is currently no formal training program in place to equip all project participants with the necessary skills required. |
| 3. Is a distinguishable project management culture evident across the organisation and/or specific to business units? | <p>Partially</p> <ul style="list-style-type: none"> Some business units such as Project Management and Asset Management (Engineering and Works) and Information Systems have a distinguishable project management discipline, however there is no clear or consistent project management culture across the City There is a common desire across the personnel interviewed to further improve project management across the City. | 6. Have appropriate governance mechanisms been established to ensure timely project reporting and oversight to increase the probability of project success? | <p>Partially</p> <ul style="list-style-type: none"> The City has laid a good foundation with the creation of its Project Governance Framework, which can now be further strengthened. The Governance Framework will also be further supported by the development of an effective project management framework Some effective project reporting practices have been applied by individual business units or projects. Elements of those practices can also be applied to other business units/projects. |

| Key question | Answer |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7. Are appropriate mechanisms in place to facilitate cross project communication and transparency? | <p>No</p> <ul style="list-style-type: none"> Improvement is required to ensure project planning includes key internal stakeholders and for managers to recognise and deal with any impacts of key projects on the rest of the City's operations. For example, where road construction and parks works projects in the same location have common timeframes, more effective communication and planning can minimise disruption and re-work Internal communications was nominated by a number of personnel interviewed as being a key weakness, sometimes resulting in poor planning and coordination. |
| 8. Are appropriate processes in place to ensure that project risks and issues are appropriately identified, analysed and managed throughout the lifecycle of the project? | <p>Partially</p> <ul style="list-style-type: none"> Some business units identify, analyse and manage risks and issues throughout the project. However, there is no consistent approach to managing project risk across the City, or for escalating key project risks that have an impact on other parts of the City's operations (including those risks that apply to more than one project). |
| 9. Has a fit-for-purpose project management office (PMO) function (or equivalent) been implemented with appropriate resourcing and skillset? | <p>No</p> <ul style="list-style-type: none"> A PMO or equivalent has not been implemented Engineering and Works maintains a Project Management team, resourced by three project managers, however those resources are predominantly confined to Engineering and Works capital projects Although it does not appear sensible for the City to implement a full PMO at this stage, the City can draw some benefit from having a designated "custodian" of its project management framework and a means for collectively reporting project performance and key risks/issues. |

Summary results of control climate assessment

The results of the Control Climate Survey in relation to project management is summarised below. In total, 51 staff members responded to the survey representing a response rate of approximately 40%. The key indicators of strengths and concerns raised through the survey are:

Strengths

- 90% of survey respondents indicated they understood their job responsibilities
- 84% of survey respondents indicated they understood where support can be obtained if they have an issue

- 90% of survey respondents responded positively in the belief that they will not be penalised for raising a risk or compliance concern.

Concerns

- 41% of survey respondents felt that consequences for noncompliance are inconsistently applied, if at all
- 65% of survey respondents felt that there were instances where working around a policy or procedure was necessary.

Internal audit point of view

The survey results suggest that while staff are generally satisfied that they know what to do and where to get the right advice/support when required, there are likely to be inconsistencies in project management processes and how staff/managers deal with issues relating to inadequate management of projects.

Collectively, the improvement opportunities raised by this internal audit will address the concerns raised in the climate control assessment.

Improvement opportunities

The internal audit has highlighted the following opportunities (some of which had already been identified by the City) for enhancing the City's project management processes and capabilities:

| Theme | # | Improvement opportunities |
|---------------------------------------------------------|---|----------------------------------------------------------------------------------------------|
| Further define and develop project management framework | 1 | Update the Project Management Governance Framework |
| | 2 | Develop a City-wide project management framework and gateway process |
| | 3 | Develop a project risk methodology |
| | 4 | Develop templates to support the project management framework |
| Assign ownership of the framework | 5 | Nominate suitable project management custodian(s) |
| Capability uplift and roll out | 6 | Identify, source and apply a technology solution to support the project management framework |
| | 7 | Roll out project management framework and technology solution across the City |

These improvement opportunities are further described at **section 4** of this report.

Section 3 of this report outlines a proposed roadmap to implement each improvement opportunity, which will advance the City's project management delivery capabilities and play a significant role in the City's efforts to treat risk COC-STR-18 "Inconsistent application of the project management framework to City projects".

4. Improvement opportunities

The proposed roadmap is informed by the following improvement opportunities raised by this internal audit.

| Improvement theme | Improvement opportunities | Benefits |
|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Further define and develop project management framework | <p>1. Update the Project Management Governance Framework to address the City's expectations on:</p> <ul style="list-style-type: none"> • Project management capability and planning (correct expertise) • Categorisation of projects on the basis of size, complexity, urgency and/or level of funding required (e.g. High, medium, low) • Governance groups (e.g. role of the Executive and any relevant project steering committee, including composition, frequency of meeting, nominated chairperson) • Use of gateways, including entry and exit criteria • Escalation of risks and issues (change control process) • Reporting requirements and meeting of governance groups • Key definitions (e.g. project owner, project sponsor, project director). <p>2. Develop a City-wide project management framework and gateway process, particularly addressing the following areas:</p> <ul style="list-style-type: none"> • Checklist of key steps and deliverables identifying mandatory/minimum steps allowing flexibility in the effort required for different project categories • Resource planning (including definition of roles and responsibilities) • Integration between business units • Scoping (including strong planning, specification requirements and costing) • Risk identification, assessment, mitigation and escalation • Contract administration and management • Stakeholder (including internal) engagement, management and integration • Lessons learned. <p>3. Develop a project risk methodology to provide a risk matrix more relevant for projects and to clarify how project specific risks are accommodated by the City's risk management framework.</p> <p>4. Develop templates to support the project management framework. At a minimum the following templates should be developed:</p> <ul style="list-style-type: none"> • Checklist of key steps and deliverables • Budget template and cost tracker • Single page concept brief • Project initiation d (e.g. Project Plan) • Change impact assessment • Stakeholder impact assessment • Lessons learned • Project close-out. | <ul style="list-style-type: none"> • <i>Consistent methodology and guidance as to the lifecycle of a typical project, its key phases, processes, templates and checkpoints, ultimately leading to reduced risk of re-work and improved efficiency</i> • <i>Project roles and responsibilities are defined and clearly understood</i> • <i>Projects are more consistently delivered to time, budget, quality and outcome</i> • <i>Anticipated benefits are realised and sustained</i> • <i>Risks are identified, managed and communicated appropriately to increase the likelihood of project success</i> • <i>Project risks are incorporated into the City's risk framework</i> |

| Improvement theme | Improvement opportunities | Benefits |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assign ownership of the project management framework | <p>5. Nominate suitable project management custodian(s)</p> <p>The role of project management custodian would initially involve being the custodian of the development and implementation of the City-wide project management framework, ensuring the proper understanding and take-up of the expected processes. The role may then evolve into one of providing support and guidance to staff undertaking projects.</p> <p>Careful consideration should be given as to whether this role is assigned at a senior management or executive level, or to a manager with strong project management capabilities (or a combination).</p> <p>Consideration should also be given to whether the City assigns a dedicated role for:</p> <ul style="list-style-type: none"> • Assessing whether gateway criteria has been met • Facilitating communication between business units for relevant projects • Collating reports from active projects for Executive oversight • Facilitating risk and issues workshops to monitor and mitigate project risk. | <ul style="list-style-type: none"> • <i>Single responsibility for a coordinated approach to the development and implementation of the City-wide project management framework</i> • <i>Known point of reference for direction on when and how to apply project management activity</i> • <i>Potential resource for ensuring the application of key tasks (particularly planning, reporting and risk management).</i> |
| Capability uplift and roll out | <p>6. Identify, source and apply a technology solution to support project management framework</p> <p>The technology solution that is adopted should have a simple user interface to allow project teams at a minimum to:</p> <ul style="list-style-type: none"> • Update project status • Update and track budget, risks, issues, benefits • Store project documentation (including templates developed) • Produce reports quickly and easily. <p>7. Roll out project management framework and technology solution across City</p> <p>The roll out of the project management framework and technology solution should reflect the change management activities that are reflected in the project management framework. At a minimum, there should be the following:</p> <ul style="list-style-type: none"> • Stakeholder assessment (assess the stakeholders that are critical to success) • Communication plan (continuous communication to staff) • Change assessment (assess the training requirements and assess impact on systems, processes and people changes) • Provide relevant training. | <ul style="list-style-type: none"> • <i>Adequate and intuitive project management solution enabling consistent reporting and monitoring</i> • <i>Strong awareness of project management across organisation</i> • <i>Roll out of changes to process and/or technology is adopted by the City.</i> |

City of Cockburn

2017 Project management
internal audit

Terms of reference

February 2017

Introduction

Deloitte has been assigned to undertake an internal audit of the City's governance, risk management and internal control over its project management framework (**PMF**).

This Terms of Reference document serves to set out the purpose, scope, approach, personnel, timing and deliverables of this internal audit.

Purpose

In order to identify any key gaps in the City's PMF and to provide advice for further improvement, the internal audit will assess the effectiveness of the internal controls designed and implemented by the City over its existing and proposed PMF.

Scope

The elements of the City's PMF to be considered by this internal audit include:

- PMF organisation and structure, including roles, responsibilities and capabilities
- Project planning, including:
 - Setting project scope/specifications and timeframes
 - Project costing
 - Approvals
 - Project risk assessment/management
- Certification requirements
- Project progress/performance monitoring and reporting, including information and communication processes and the City's use of TechOne capabilities.

The internal audit will aim to answer the following questions:

1. Are projects appropriately recognised and categorised?
2. Has a defined project management methodology been established, setting the baseline for consistent project execution and delivery against time budget, cost budget and quality expectations?
3. Is a distinguishable project management culture evident across the organisation and/or specific to business units?
4. Has a project gateway process been established, to ensure projects align to the City's overall strategy?
5. Have project owners been established, with adequate training and qualifications?
6. Have appropriate governance mechanisms been established to ensure timely project reporting and oversight to increase the probability of project success?
7. Are appropriate mechanisms in place to facilitate cross project communication and transparency?
8. Are appropriate processes in place to ensure that project risks and issues are appropriately identified, analyse and managed throughout the lifecycle of the project?
9. Has a fit-for-purpose project management office (**PMO**) function (or equivalent) been implemented with appropriate resourcing and skillset?

Our Services will be advisory in nature and will not be conducted in accordance with the standards issued by the Australian Auditing and Assurance Standards Board and consequently no opinions or conclusions under these standards will be expressed.

Approach

The following approach will be applied to this assignment:

- Through a kick off meeting, discuss and agree scope of work with internal audit sponsor and other key staff relevant to the assignment
- Utilise Deloitte's Controls Climate Assessment tool (a 10 question, anonymous survey of nominated staff) to gain high level insights on staff perception and behaviour towards risk and compliance within their project management responsibilities
- Develop an understanding of the PMF elements in scope through discussion with relevant stakeholders as well as desktop review of relevant policies, procedures and practices
- Identify risk areas and control procedures relevant to the in-scope areas
- Assess control design through walkthrough of the in-scope processes with key staff, (including key staff from Engineering Services and Community Services, which manage the largest number of the City's projects)
- For controls that appear to appropriately manage risk exposure, confirm the implementation of the controls through limited sample testing. Sample testing will be based on internal auditor judgement and designed to confirm that the control has been implemented
- Make recommendations where the City can improve and further mature its PMF, which may involve improvements to processes, people or technology
- Develop a concise summary report highlighting any findings/gaps and opportunities for improvement
- Present a draft report to management, outlining findings/gaps and opportunities for improvement
- Obtain management input and comment
- Present a final report for presentation to the Audit Committee.

Timing

The engagement is planned to be undertaken in accordance with the following timetable.

| Activity | Target Date (2017) |
|----------------------------------------|---------------------------|
| ▪ Fieldwork commencement | 13 February |
| ▪ Closing meeting | By 24 February |
| ▪ Draft report | By 28 February |
| ▪ Management review & comment provided | By 3 March |
| ▪ Final report | By 7 March. |

We will use every reasonable effort in undertaking the assignment to work with you in meeting the indicative timetable above. If at any stage it looks unlikely that these timeframes will be achievable we will draw this to your attention and agree a suitable alternative.

Key City Personnel

- Stuart Downing
- Margot Tobin
- Nelson Mauricio
- James Ngoroyemoto
- Director Finance and Corporate Services
- Executive Manager Strategy and Civic Support
- Manager Financial Services
- Governance and Risk Management Coordinator

Deloitte personnel

- Richard Thomas
- Andrew Baldwin
- Sidarth Jain
- Affy Bhatti
- Partner
- Specialist Leader, Internal Audit (Account Director level)
- Analyst, Project Risk
- Subject Matter Expert (**SME**), Project Risk

Fees and resource mix

Our estimated maximum fee to deliver this assignment is \$17,195 (excluding expenses and GST), based on an estimated maximum commitment of 85 hours. The proposed fee is calculated using the following hourly rates, which are in accordance with the WALGA preferred supplier contract for the provision of audit services:

| Personnel level | Hourly rate (excl. GST) | Estimated hours | Estimated fee (excl. GST) |
|-----------------------|-------------------------|-----------------|---------------------------|
| Partner | \$450 | 2.5 | \$1,122.50 |
| Account Director | \$325 | 19 | \$6,175 |
| Analyst, Project Risk | \$146 | 60 | \$8,760 |
| SME, Project Risk | \$325 | 2.5 | \$812.50 |
| QA | \$325 | 1 | \$325 |
| Total | | 85 | \$17,195 |

In the event that we:

- Are likely to require more time to complete the assignment (i.e. exceed the fee range) we will first seek your approval before incurring additional costs
- Complete the assignment in less than the estimated time, our fee will be reduced on a pro-rata basis.

Expenses

We will charge you, at cost, for all out of pocket expenses we incur in providing the Services to you. The kinds of expenses we expect to incur during this engagement include taxi fares (if required) and mileage at the rate of \$0.70/km.

Invoicing

We will issue our invoice to the Manager Financial Services at the completion of the assignment.

Business terms and conditions

This assignment will be undertaken in accordance with the terms and conditions set out in our 21 March 2013 Standard Terms and Conditions document, which contain minor modifications to the September 2010 Standard Terms and conditions document incorporated into our WALGA preferred supplier panel contract RFT 004_11 dated 23 June 2011. A copy of the Standard Terms and Conditions document has previously been provided to you.

Please contact Richard Thomas or Andrew Baldwin if any matters outlined above do not meet your needs so that we may amend this Terms of Reference accordingly.

Acknowledgement and acceptance

The terms of reference for this assignment as detailed above are acknowledged and accepted on behalf of the City of Cockburn by:

Signature: _____

Date: _____

Mr Nelson Mauricio
Manager Financial Services

Assumptions

The scope of the engagement, the time frames for completion and the Fees have been prepared on the following assumptions:

- There are no undue complications or delays in performing the Services
- The scope of the Services is the same as that which is outlined in this document
- You meeting your responsibilities as outlined in this document in a timely manner.

If these assumptions are wrong or the circumstances change then we may need to change the scope of the Services, vary the Fees or extend the timeframes for completion. We will contact you immediately we become aware of a potential delay which would impact the fee estimate and welcome the opportunity to meet with you during the assignment to discuss our progress and findings to date.

Your responsibilities

The success of the internal audit engagement requires the timely co-operation of the City in a number of ways including:

- Provision of staff to work with us
- Availability of management and senior executives for consultation
- Provision of information and data
- Timely decisions and responses to requests as required by the agreed program
- Provision of reasonable working facilities for our staff.

You acknowledge that

- Our ability to perform the assignment is dependent on you meeting your responsibilities, as set out in this document as well as you providing us with instructions and making timely decisions
- The City is, and will continue to be, solely responsible for
 - Making all management decisions and performing all management functions
 - Establishing and maintaining an effective system of internal control over its operations and financial reporting, including, without limitation, systems designed to assure achievement of its control objectives and its compliance with applicable laws and regulations
 - All decisions in connection with the implementation of any advice and recommendations raised as part of the Services
- We may seek to obtain written representations from management in connection with our work
- Our services cannot be relied upon to disclose irregularities, including fraud, other illegal acts, or errors which may exist; however, we will inform you of any such matters as come to our attention in the performance of our Services.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity (and in Australia this is the partnership of Deloitte Touche Tohmatsu). The entity named herein is a legally separate and independent entity. In providing this document, the author only acts in the named capacity and does not act in any other capacity. Nothing in this document, nor any related attachments or communications or services, have any capacity to bind any other entity under the 'Deloitte' network of member firms (including those operating in Australia). Member of Deloitte Touche Tohmatsu Limited Liability limited by a scheme approved under Professional Standards Legislation.

© 2017 Deloitte Touche Tohmatsu. All rights reserved.