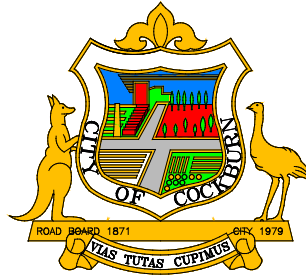


CITY OF COCKBURN



AUDIT & STRATEGIC FINANCE COMMITTEE

AGENDA PAPER

FOR

THURSDAY, 19 NOVEMBER 2015

CITY OF COCKBURN

SUMMARY OF AGENDA TO BE PRESENTED TO THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING TO BE HELD ON THURSDAY, 19 NOVEMBER 2015 AT 6:00 PM

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CITY OF COCKBURN

AGENDA TO BE PRESENTED TO THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING TO BE HELD ON THURSDAY, 19 NOVEMBER 2015 AT 6:00 PM

- 1. DECLARATION OF MEETING**

- 2. APPOINTMENT OF PRESIDING MEMBER (If required)**

- 3. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATION**

- 4. APOLOGIES & LEAVE OF ABSENCE**

- 5. PUBLIC QUESTION TIME**

- 6. DEPUTATIONS & PETITIONS**

7. CONFIRMATION OF MINUTES

7.1 (ASFC 19/11/2015) - MINUTES OF THE AUDIT AND STRATEGIC FINANCE COMMITTEE MEETING - 16 JULY 2015

RECOMMENDATION

That Council adopt the Minutes of the Audit and Strategic Finance Committee Meeting held on Thursday, 16 July 2015, be adopted as a true and accurate record.

COMMITTEE RECOMMENDATION

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

Nil

9. DECLARATION OF COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS IN THE BUSINESS PAPER

10. COUNCIL MATTERS

10.1 (ASFC 19/11/2015) - LEGAL PROCEEDINGS BETWEEN COUNCIL AND OTHER PARTIES (118/001) (J NGOROYEMOTO) (ATTACH)

RECOMMENDATION

That Council receive the report on legal proceedings commenced or responded to by the City, during 2014 – 2015 financial year.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

At its meeting held on 12 October 2006, Council adopted a new Position Statement PSES13 "Legal Proceedings Between Council and Other Parties".

Submission

N/A

Report

Under Clause 2 of Position Statement PSES13, sub-clause (8) and (9) states:

(8) The Chief Executive Officer shall establish and maintain a procedure which enables those matters which are subject to the terms of this Position Statement to be centrally recorded and updated, as appropriate.

(9) A record of the procedure mentioned in (8) above shall be presented to the Audit Committee at least annually, or as often as considered appropriate by the Chief Executive Officer or as requested by any member of the Audit Committee.

The Audit Calendar – Part 6 in the month of November states:

(6) Monitor the progress of any major law suits facing the Council. (Internal Audit).

A Summary of the Legal Proceedings commenced or responded to by the City during the 2014 – 2015 financial year has been circulated under separate confidential cover.

Strategic Plan/Policy Implications**Leading & Listening**

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The table below highlights the legal fees expensed during 2014/15 with commensurate, where relevant, fines and penalties arising from the incurring of the legal expenditure. The City, further incurs expenses for

rates recovery, but in 90% of the cases, the amounts expended are recovered. The break-up of where the funds are spent is detailed in the table below as well.

LEGAL SERVICES 2014/15		
Legal Firms	Actual	Budget
General - McLeods	\$375,764	
General - Kott Gunning	\$67,061	
Total General	\$442,825	\$336,397
CCW - Jackson McDonald	\$446,085	\$400,000
Local Govt Reform - Hammond & Co	\$47,193	\$47,193
Leasing COC Health & Community - Murfitt Legal	\$6,868	\$6,868
Leasing COC Health & Community - Rockwell Olivier	\$91,025	\$85,000
Rates Recovery		
Debt Collection	\$185,259	\$185,259
Recoveries	-\$166,422	-\$166,422
Net	\$18,837	\$18,837
Fines and Penalties Income	-\$142,593	\$0
Net Legal Fees	\$910,240	\$894,295
		\$15,945

Legal Implications

Position Statement PSES13 'Legal Proceedings between Council and Other Parties, refer.

Community Consultation

N/A

Attachment(s)

Summary of Legal Proceedings commenced and/or responded to by the City (provided under separate confidential cover).

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

10.2 (ASFC 19/11/2015) - RISK MANAGEMENT INFORMATION REPORT (021/012) (J NGOROYEMOTO) (ATTACH)

RECOMMENDATION

That Council :

- (1) receive the report on the Risk Management Program;
- (2) endorse the City of Cockburn's 2015 Organisational Risk Registers, as shown in the attachments to the Agenda;
- (3) endorse the City of Cockburn's Risk Management Strategy, as shown in the attachments to the Agenda; and
- (4) endorse the City of Cockburn Business Continuity Plan, as shown in the attachments to the Agenda.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

At the Ordinary Council Meeting (OCM) of 13 June 2013, Council endorsed the City's risk management policy and associated roll-out program. Subsequently at the Ordinary Council Meeting (OCM) of 11 December 2014, via the Audit 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 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.

Risk Registers for the Operational areas (Business Units) of the City of Cockburn were developed, and a commitment was given at the time that the second step in the process was the review of the registers annually. It was proposed to update the Registers as the risks are addressed and progressively report these achievements to the Committee.

Submission

N/A

Report

Risk Management Program;

1. The City's Risk Monitoring and Reporting System

All of the City's operational risks are housed on excel spreadsheet. Investigations are continuing to identify an appropriate risk management software database. Requirements documents have been created, and a request for quotation (RFQ) has been prepared to invite risk management software providers. The risk review Group will be responsible for the final selection process.

2. Risk Controls Review Testing

A control review provides another level of insight on the degree to which management has confidence that current controls are effective. This level of scrutiny gives assurance that key risks are actively controlled and control mechanisms are in place reduce the risk profile of the City. Control Reviews were conducted in August 2015. The results indicated that risk controls identified in the risk registers were in place and were included in the control review reports. The registers have been amended accordingly.

This involved an intensive program of meetings with relevant staff to identify and document the risks associated with the operations of the City of Cockburn and what is being, or should be, done in order to reduce, or eliminate, any liability exposure for Council. Five risks were selected from each directorate, and the relevant controls were scrutinised.

Accordingly, the Risk Register for the organisation is considered to represent an accurate account of the most likely areas of foreseeable risk exposure for Council and is able to demonstrate that these risks have sufficient controls applied to ensure that Council is not unreasonably exposed to liability.

3. Annual Organisational Risk Registers Review

The process of producing the Registers has involved staff responsible for specific operational areas to identify the major cause of perceived or potential risks to their Business/Service Units and record these, along with an index of the associated level of risk. The Registers are then completed by applying mitigation mechanisms against each risk, to ensure that Council's exposure is reduced to an acceptable level. This process has required intensive negotiation between management and operational staff to agree on risk assessments, with an acceptable level of retained risk being the outcome.

As a result most of the risk statements have been amended to reflect a service activity based approach, focusing on identifying risks, based on the critical success outcomes of each service area, and concentrating on the effect of uncertainty in providing those services. The Risk Registers are now sufficiently updated to enable them to be presented to the Committee for perusal.

4. Risk Management Strategy

To validate the effectiveness of the current risk management systems and processes, to ensure that targets are being met to reduce risk, a Risk Management Strategy was first adopted in 2014 and is recommended that this review be formally endorsed by Council. A formal Risk Management Training program has been included in the strategy, based on a needs analysis for Council to determine the scope of training in risk required by operational areas.

It is vital that the City can validate the effectiveness of its risk management function to ensure that risks are being adequately controlled, identified and that the overall risk profile of the organisation is reduced. This ensures that the City sets compliance requirements to measure the effectiveness of its risk management systems, but also has the ability to identify, absorb and control any new risks. Setting compliance benchmarks is good governance and gives the City confidence that it is proactively protecting the business and community from risks.

The City's Business Continuity Program

The City's business continuity program underwent a testing exercise in May 2015. LGIS facilitated a Business Continuity Scenario with the Crisis Team lead by the Chief Executive Officer to test the City's Business Continuity Plan (BCP) and Crisis Management capabilities.

Following the Business Continuity Management exercise, the Business Continuity Plan was reviewed. Business Impact Analysis (BIA) discussions were held to confirm, update and review the critical

business functions, maximum acceptable outage and recovery strategies. The plan was amended with the BIA results and updated taking into consideration of the recommendations from the exercise. This included review of the crisis team meeting place, recovery locations, expansion of crisis team, inclusion of a recovery location procedure, insertion of checklists to guide the process, and review of the contact list. The Business Continuity Plan review is now complete, and is presented for adoption.

As the City continues to implement and embed risk management through its Risk Program, it will continue to focus on the following key areas and current initiatives:

- (i) Strategic Risk review - A key focus in the next 4 months is for the CEO and Executive to develop the Strategic Risk Register, facilitated by an external provider.
- (ii) Internal Audit Planning - Risk Review Group to develop an internal audit plan
- (iii) Risk Management Monitoring and Reporting System – RFQ evaluation process for risk management software, followed by appointment of vendor and configuration of selected software in preparation for the training, and rollout of the selected risk management database.
- (iv) Review of Position Statement ‘PSES7 Reports to Council’ to incorporate Risk Management into the Council’s standard template.

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The City’s 2015/16 Annual Budget makes provision for the continued development of and further introduction of Risk Management Framework.

Legal Implications

Local Government (Audit) Regulations 2013, Reg. 17.

Community Consultation

N/A

Attachment(s)

1. City of Cockburn 2015 Organisational Risk Registers
2. Draft City of Cockburn Risk Management Strategy
3. Draft City of Cockburn Business Continuity Plan 2015

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

10.3 (ASFC 19/11/2015) - APPOINTMENT OF EXTERNAL AUDITOR FOR THE 2016 FINANCIAL YEAR (067/002) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council extend the appointment of Macri Partners as the City's External Auditor for a further one year period ending with the audit of the 2016 financial year.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

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

Council is required to appoint an external auditor to audit the financial statements of the City in accordance with Section 7.3 of the Local Government (LG) Act as follows:

7.3 Appointment of auditors

- (1) *A local government is to, from time to time whenever such an appointment is necessary or expedient, appoint**

*a person, on the recommendation of the audit committee, to be its auditor. * Absolute majority required.*

- (2) *The local government may appoint one or more persons as its auditor.*
- (3) *The local government's auditor is to be a person who is —*
 - (a) a registered company auditor; or*
 - (b) an approved auditor.*

Section 7.6 of the LG Act allows for the appointment of a local government's auditor for a term of not more than five financial years, but states an auditor is eligible for re-appointment.

Council appointed the incumbent auditor (Macri Partners) in April 2012 for a four year period covering the 2012-2015 financial years. This followed a four year period where Grant Thornton was the City's external auditor.

Submission

N/A

Report

Macri Partners was previously appointed as the City's external auditor, following a quotation process using the Western Australian Local Government Association (WALGA) Preferred Supplier panel contract for Audit Services. The WALGA pre-qualification process ensured that auditors appointed to the panel met the qualification requirements of the LG Act.

The agreement entered into by the City with Macri Partners had an initial term of four years commencing 1 July 2011 to 30 June 2015, with a Principal instigated option to extend the contract by a further one year period to a maximum of five years.

Due to the previously anticipated amalgamation of the Cities of Cockburn and Kwinana, it was expected that the new City of Jervoise Bay would be appointing an external auditor in the first several months of 2015/16 for that financial year and beyond. Now that reform is off the political agenda, the City needs to appoint its external auditor for at least the current financial year.

The performance of Macri Partners over the past four years is considered to have met the City's expectations and needs, and fulfilled the terms of the audit agreement. They have successfully worked with management to ensure the City's audits and various grant acquittals are completed within set deadlines and offered professional guidance to improve the standard and compliance of the City's financial reporting.

The thoroughness and rigour applied to the conduct of the City's audits over the past four year has been at a level that engenders a high degree of management confidence in the financial reports presented to Council. A key measure of audit performance is the quality and experience of the audit team itself. Macri Partners have delivered the City's audit services using a reasonably stable and experienced team of auditors, making audit queries and responses less onerous for staff and ensuring that audit attention is focused on higher priority matters.

Given the good performance of the external auditor to date, it is recommended that the City instigate the one year contract extension option covering external audit services for the 2015-16 financial year. A CPI based increase will be negotiated and applied to the schedule of audit costs pertaining to the final year of the current audit agreement.

The City will then look to go back out to the market for the next four or five year audit contract sometime in 2016.

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The cost of the external audit is set at \$26,000 (ex GST) for 2014/15 and will increase by a small CPI adjustment for 2015/16.

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

External Audit Contract Agreement 2012-2015.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

10.4 (ASFC 19/11/2015) - CONTRACT FOR INTERNAL AUDITING SERVICES FOR THE 2016 & 2017 FINANCIAL YEARS (067/002) (N MAURICIO)

RECOMMENDATION

That Council extend the contract with Deloitte for the provision of internal auditing services for a further two year period ending 30 June 2017.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

Council appointed Deloitte in August 2011 on a four year contract ending June 2015 to provide internal auditing services to the City. The procurement was made through a formal quotation process inviting submissions from suppliers on the WALGA Preferred Supply Panel for audit services.

The Local Government (Audit) Regulations 1996 requires the audit committee to provide assistance to council in the process of selecting and appointing an auditor. Whilst this relates specifically to the appointment of the external auditor, the City also chooses to bring the appointment of the internal auditor to the audit committee for better governance. The terms of reference for the Audit & Strategic Finance Committee also require it to provide assistance to Council in the process of selecting and appointing an auditor.

Certain functions of the internal audit complement the external auditor's role. As the external auditor plans for an effective audit they assess and determine whether to include outcomes from internal audit. All internal audit reports are referred to the audit committee for consideration.

The scope of the internal audit function is set by the audit committee (with input from the CEO and Management) and the internal auditor reports functionally to the audit committee.

Submission

N/A

Report

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Deloitte completed their first four year contract with the City in July 2015 with the completion of the Procurement Improvement internal audit. However, they were sourced to complete the urgent audit review into the City's 2015/16 rates setting processes in August, which was presented to the September meeting of Council. Part B of this audit will assess issues and impacts that should be considered by Council for the 2016/17 rates setting strategy. This report is being presented to the November meeting of the Audit & Strategic Finance Committee.

The following table summarises the internal audit plan delivered by Deloitte over the contract term:

Auditable Issues/areas	Originally Proposed Timetable	Status
Fraud Control Assessment	2011/12	Completed 2011/12
Procurement/Supply Chain Management Process	2011/12	Completed 2012/13
Exercise of Delegated Authorities	2012/13	Completed 2012/13
Revenue Recognition (rates and other sources)	2012/13	Completed 2013/14
Audit salaried employee timekeeping practices	2013/14	Completed 2013/14
Review implementation of fraud risk management	2013/14	Completed 2013/14
Procurement Improvement	New	Completed 2014/15
2015/16 Rates Setting Process	New	Completed 2015/16

Deloitte's audit reports and the recommendations made have been assessed by management to be of high quality and have met the stated objectives for the internal audit function. The delivery of the internal audit plan has been overseen by the same audit manager over the contract term, who has developed a good understanding of the operating environment and business activities of the City.

Given the performance of Deloitte over the past four years and their proven capacity to assist the City with high priority audit assignments at

short notice, it is recommended that the City extend their contract for another two financial years. This period includes the current financial year where Deloitte have already provided services in relation to the rates setting audit review.

Deloitte continue to be preferred suppliers with WALGA on their supply panel for Audit Services. This two year extension will ensure the reappointment of internal and external auditors are staggered and not made in the same financial year. The City will next go back out to the market for internal auditing services in 2017.

Future internal audit plans will be facilitated through the City's Risk Review Group (comprising cross functional managers), with input from the internal auditor. Audit planning will be informed by the City's operational and strategic risk registers, where assessed risk levels will influence audit priorities. The next iteration will be brought to the March meeting of the Audit & Strategic Finance Committee

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The cost for internal audit assignments is determined at the time of agreeing the terms of reference. Hourly fees are set in accordance with the WALGA supply panel contract for Audit Services, which are subject to annual CPI increases.

The City's budget includes an allocation for compliance/internal audit costs of \$32,000. However, this will need to be revised at the mid-year budget review due to the unplanned internal audit into the City's rate setting practices this year.

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

N/A

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

11. PLANNING & DEVELOPMENT DIVISION ISSUES

Nil

12. FINANCE & CORPORATE SERVICES DIVISION ISSUES

12.1 (ASFC 19/11/2015) - ANNUAL PERFORMANCE REVIEW OF MONETARY AND NON-MONETARY INVESTMENTS FOR THE FINANCIAL YEAR 2014/15 (073/001; 073/004) (S DOWNING)

RECOMMENDATION

That Council receive the information.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

Council Policy SFCS1 'Investments' Clause 5.2 requires:

An annual report on the performance of the investment portfolio will be submitted to Council outlining the performance of the portfolio for the financial year."

Submission

N/A

Report

As per the Investments Policy SFCS1, the following report is divided into two parts. The first part is a report on cash investments held by the City and the second part is for non-cash investments.

Cash Investments

The City earned the following interest income during 2014/15:

Municipal/Reserve funds	\$5.164m
Rates – Administration Interest	\$0.329m
Rates – Penalty Interest	\$0.178m
Deferred Pension rates	\$0.023m
ESL Interest	\$0.022m
 Total Interest income	 \$5.717m

Interest income from the surplus cash in the municipal fund and reserves (MFR) amounted to \$5.164m. The opening balance for MFR at 1 July 2014 was \$109.19m and the closing balance was \$133.52. (These balances include current and non-current cash and cash equivalent investments earning interest). The interest rates earned by the MFR over the twelve months varied from 3.92% in July 2014 to 3.36% in June 2015. The reduction over the twelve months came about due to the easing of the cash rate by the RBA which fell in the corresponding period from 2.5% to 2.0%.

The interest income earned from the other four sources, Rates – Penalty Interest, Rates – Administration Interest, Deferred Pension Rates, and ESL Interest, was not earned on the management of surplus cash but on outstanding debts due to the Council. The Local Government Act provides the heads of power for a council to impose interest on outstanding rates. Rates – Administration Interest and ESL Interest are charged at 4%, whilst Rates – Penalty Interest is charged at 8%. The Local Government Act has a maximum interest rate of 11%. The Council has always elected to impose a lower interest rate. The rate for Deferred Pension Rates was 2.85% as at 30 June 2015.

All surplus funds are invested in accordance with the Local Government Act and associated regulations.

The funds are invested in term deposits with APRA regulated financial institutions apart from two investments. The amendment to the regulations requiring Council's only invest in term deposits with a maturity less than twelve was gazetted with an over-rider allowing existing investments with a maturity greater than twelve months and in non-term deposits to go to maturity.

The first investment is for \$2m in a CBA zero coupon senior bond paying 7.18%. The maturity date for the return of the \$4m is January

2018. (The additional \$2m is the capitalised interest compounded over the life of the bond).

The second investment is the reverse mortgage backed security, Emerald. The original investment was \$3m in three \$1m tranches. The City is receiving interest at the rates of 2.58%, 2.88% and 3.18% on the respective tranches. Additional 'step-up' interest is also accruing on these three tranches at 0.9%, 1.5% and 1.9% respectively, which will be paid to the City upon maturity. The City has also received capital repayments totalling \$0.262m with an outstanding balance due for the investment of \$2.737m.

Non-Cash Investments

The City has substantial freehold land on its balance sheet. As at the 30 June 2015 that total was \$99m. The makeup of the land comprises sumps, reserves, land available for sale, freehold parks and land on which council buildings and facilities occupy. The Land Management Strategy had identified a range of land assets that are surplus to requirement or land that could be made saleable with investment from Council. The concept is to monetise freehold land (where possible) so as to re-invest in income producing property to receive a stream of rental income. The Land Management Strategy provides for a reconciliation of the freehold land and that which is surplus to requirements.

Rental Income

The City received rental income for 2014/.15 on a number of commercial properties:

Commercial Property	Income
Coogee Beach Caravan Park	\$208,985
Cockburn Health and Community Facility	\$1,022,846
Cockburn GP Super Clinic	\$568,684
Youth Centre	\$157,380
Naval Base Shacks	\$439,261
Coogee Beach Café	\$54,316
Baptist Recreation Centre - Land Lease	\$24,479
Spearwood Dalmatinac - Land Lease	\$20,372
Cockburn Bowling Club - Land Lease	\$9,267
Emergency Services Facility - DFES Sub-lease	\$26,133
Total Rental Income	\$2,531,723

Rental Income for the Cockburn Health and Community Facility noted above takes into account cash rent received. This figure does not equate to a full year rental as a number of the tenants are still in a rent free period, offered by the City as standard commercial practice on the advice of the City's Leasing Agent, MMJ. A full year rental income is \$1,428,000 before the impact of rent increases for 2015/16. Total full year rent from the Cockburn Health and Community Facility (including GP Super Clinic) will be \$2.0m. The original business plan indicated

rent of approximately \$2.05m. The net rental revenue from the Cockburn Health and Community Facility is quarantined within a financial reserve for the purpose of future maintenance requirements for the facility. This is to ensure that there is no future demand for the Municipal Fund to meet capital or operating maintenance costs. Once the level of funds meets the target, dividends will be paid to the municipal fund. The City also quarantines funds received from the Naval Base Shacks to meet the future capital maintenance needs of this unique asset.

Land Sales

The City had budgeted to sell the following land with outcomes as noted:

Land for Sale	To be sold - Budget	Sold	Settlement received	Comment
Subdivision Lot 702 Bellier Pl & Lot 65 Erpingham Rd Hamilton Hill	\$1,402,727	\$2,500,000		Sold & Settlement deferred, now in Nov 15 excludes \$75k interest paid by the purchaser to defer settlement. Contract price is \$2.5m + interest
Lot 133 Arthur Street – Hamilton Hill	\$92,500	\$91,500	\$91,500	Sold & Settled
Lot 40 Cervantes Loop - surveying and construction of access	\$900,000			Ready for sale – delayed due to sub-division application
Subdivision and development of Lot 4219 Quarimor Drive	\$720,000			Lot 4219 Withdrawn - No interest at this stage
Lot 23 Russell Road, Hammond Park	\$1,000,000			Withdrawn - waiting for construction of train station before testing the market again
Lot 33 Davilak Ave Hamilton Hill	\$1,300,000			Sale fell through. Now on market
213 Winterfold Ave Coolbellup	\$255,841	\$266,727	\$266,727	Sold & Settled
Lot 432 25 Stanyford Place - Rodd Reserve	\$2,400,000	\$2,400,000	\$2,400,000	Sold & Settled
Lot 9003 Beeliar Drive Beeliar	\$9,600,000	\$9,600,000		Sold & Contract in place, waiting for Services & settlement. Contract price is \$9.6m.
Total	\$17,671,068	\$14,858,227	\$2,758,227	

Whereas funds are generally allocated to income producing assets, the exception is the sale of land at Lot 9003 Beeliar Drive. The proceeds have been allocated in the 2015/16 budget to the redevelopment of the Council Depot.

Strategic Plan/Policy Implications

Growing City

- Development that is soundly balanced between new and existing areas.
- Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City.

Infrastructure

- Community facilities that meet the diverse needs of the community now and into the future.

Leading & Listening

- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

N/A

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

12.2 (ASFC 19/11/2015) - INTERNAL AUDIT - PROCUREMENT IMPROVEMENTS (067/004) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council receive the Procurement Improvement Internal Audit Report, as shown in the attachment to the Agenda.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

Council's Audit and Strategic Finance Committee agreed at its July meeting to the internal audit of the City's progress towards improving its procurement related activities and addressing the many recommendations arising from several prior year audits and risk reviews.

The City's annual procurement spend is around \$70M, comprising approximately 8,000 to 10,000 purchasing transactions per annum.

Importantly, contract related procurement risk was identified as one of the City's seven strategic risk areas in a high level risk report prepared in 2013. The risk was defined as "an inconsistent method of managing contracts throughout the City of Cockburn (including performance management, consistent documentation, transparent process, etc).

The following scope was developed for the audit:

The internal audit will assess the City's progress in implementing action plans designed to address the opportunities for improvement and recommendations raised (38 in total) in the following audits and reviews of the City's procurement function, conducted during 2012 and 2013:

- *Deloitte Fraud Control and Risk Assessment (January 2012)*
- *Deloitte Procurement Internal Audit (November 2012)*
- *CCC Procurement Audit (January 2013)*
- *RMRI High level operational risk review (September 2013).*

Consideration will also be given to any further improvement opportunities evident in the City's current and proposed procurement function and model.

This was the one and only audit assignment commenced in 2014/15, due to the work effort being focused on local government reform activities and the intention for internal audit to review the associated divestment of assets and liabilities to the Cities of Fremantle and Melville.

This audit work also contributes to the City's obligations under Reg. 5(2)(c) of the Local Government (Financial Management) Regulations 1996, which requires the Chief Executive Officer to undertake regular reviews of the appropriateness and effectiveness of financial management systems and procedures and to report the results of these reviews to Council.

Submission

N/A

Report

As part of the City of Cockburn's 2014/15 Internal Audit activity, the City's internal auditor (Deloitte) undertook an assessment of the City's progress in addressing key issues and recommendations raised in previous audits and reviews on the City's procurement function. A total of 38 procurement-related improvement opportunities and action plans were identified through those four audits and reviews and these formed the basis of the audit.

The audit reviewed the City's records of progress towards the implementation of each recommendation and sought evidence of the relevant actions being implemented. Testing was also carried out to validate the implementation of new controls, where necessary.

Key results

Overall, the internal audit found that the progress made in implementing the action plans had resulted in a positive change and significant improvement to the City's procurement function. The key achievements included:

- the development and implementation of a strategic procurement function;
- the strengthening and implementation of process and system controls;
- the assessment and management of fraud control and risk within the procurement function;
- the review and update of procurement policies and procedures.

Key outcomes within the last two years had included:

- the review of delegated financial authorities (DFA), purchasing and approval process and the purchase order amendment process;
- the creation and appointment of the Strategic Procurement Manager role;
- a new procurement model and framework proposed by the Strategic Procurement Manager and implemented by the City.

Between July 2014 and February 2015, the City had concentrated on the proposed council amalgamation, slowing the rate of progress. However, the current status of the implementation of action plans (as determined by audit) shows that considerable progress has been made. The following table extracted from the audit report serves to demonstrate this:

	Total improvement opportunities	Completed	Closed out	In progress	Outstanding
Fraud Control and Risk Assessment (January 2012)	4	4	0	0	0
Procurement Internal Audit (November 2012)	14	12	0	2	0
CCC Procurement Audit (January 2013)	14	10	1	3	0
High level operational risk review (September 2013)	6	5	0	1	0
Total	38	31	1	6	0

It is worth noting that of the 31 'completed' recommendations, the audit found that the Procurement Team had implemented additional actions for 15 of these. By going beyond the original treatment plans, the Procurement Team had shown commitment to addressing the identified issues and their dedication to further enhance the procurement function.

The six recommendations that the audit found to be still 'in progress' were grouped into the following four main initiatives:

1. Contract Management Module – the 'CoC Contracts' workplace is to be rolled out to contract users;
2. Expenditure report – further enhance the system-generated report to reduce spreadsheet reliance;
3. Documentation for DFA review procedure – Management review and sign off procedure of DFA levels to be included in the end of financial year (EOFY) formal processes.
4. Purging of inactive suppliers.

It is expected that these remaining initiatives will be completed by 30 June 2016 and they have been included in the Procurement Services action plan for 2015/16.

Further Improvement Opportunities

The audit considered all the actions implemented and formed a holistic view of the current procurement function and its risk profile. The following areas were identified as potential areas for improvement, due to audit's view of heightened risk:

Contract Management Process

The City's Contract Management process is a high risk area with genuine opportunities for positive change, particularly to enhance contract development and management practices and to educate/train key staff. The City needs to establish consistent expectations and processes for how contractors are to be managed once they are engaged

Management Response: The City has developed a number of KPI's to provide greater visibility over contract compliance. Improved contractor management processes have also been planned, starting from the initial contractor selection. Greater emphasis will be put on educating contractors on the contract process in order to reduce future contract breaches.

Single Person Reliance

The Strategic Procurement Manager has implemented the majority of the changes within the procurement team. As a result, he has a lot of knowledge and systems access. The risk is over reliance on a single person, who has limited monitoring of his actions and decisions.

Management Response: The procurement function is heavily scrutinised across the City due to its high impact on business. Procurement outcomes are closely monitored with extensive reporting through to various levels within the organisation. The City is progressively building capacity within the procurement team to mitigate over reliance on any single person.

Spreadsheet Reliance

An Excel spreadsheet is currently used to monitor and track annual expenditure by business unit, vendor and users/purchasers. The manual input of data could result in intentional or unintentional errors, in turn leading to misleading reporting. A system-generated expenditure report could be enhanced to make it more useful and relevant and increase the level of reporting and transparency.

Management Response: A system generated report out of TechnologyOne will be developed to reduce the need for manual preparation in future. This will be achieved as part of the implementation of the Business Intelligence Reporting Project, which is due to commence in 2016/17.

Whilst this audit found substantial improvement in the functioning and performance of procurement services across the City, it also recognised that for the City to pursue its strategic direction towards better practice procurement (intended to deliver greater value to the City), the City will need to commit ongoing effort and resources.

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

Funding for internal audit activities is provided for within the City's operational budget.

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

City of Cockburn Procurement Improvement Report – October 2015.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

12.3 (ASFC 19/11/2015) - ANNUAL FINANCIAL STATEMENTS 2014/15 AND EXTERNAL AUDIT REPORT (071/003; 067/001) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council adopt the Annual Financial Statements and Audit Completion Report for the year ended 30 June 2015, as attached to the Agenda.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

The Audit and Strategic Finance Committee is required to consider and recommend the adoption of the annual financial report to Council, as set out in the terms of reference for the committee.

At the March meeting of the Audit and Strategic Finance Committee, the draft audit plan submitted by Macri Partners was recommended for adoption and subsequently adopted by Council. This outlined the purpose and scope of the external audit to be conducted for the 2014/15 financial year and explained the audit approach and methodology to be used.

The Local Government (Audit) Regulations 1996 state that the principal objective of the external audit is to carry out such work as is necessary to form an opinion as to whether:

- a) the accounts are properly kept; and
- b) the annual financial report:
 - is prepared in accordance with financial records; and
 - represents fairly the results of the operations of the local government at 30 June in accordance with Australian Accounting Standards and the Local Government Act 1995.

The duties and responsibilities of the Audit & Strategic Finance Committee include reviewing Council's draft annual financial report, focussing on:

1. accounting policies and practices;
2. changes to accounting policies and practices;
3. the process used in making significant accounting estimates;
4. significant adjustments to the financial report (if any) arising from the audit process;
5. compliance with accounting standards and other reporting requirements;
6. significant variances from prior years.

The terms of reference also require representatives of the external auditor to attend those committee meetings considering the annual financial report and for them to discuss the results of the external audit.

Submission

N/A

Report

2014/15 - Annual Financial Report

The annual financial report is presented to the Audit and Strategic Finance Committee in two formats:

1. Annual Financial Statements including all accounting and supporting notes (Detailed).
2. Concise Annual Financial Statements excluding all accounting and supporting notes.

Both sets of financial statements are the same but the former is longer and provides more detail in the accompanying notes. Both sets of financial statements have been approved by the City's Chief Executive Officer and by the City's auditor (Macri Partners).

The Concise Annual Financial Statements will be included within the City's Annual Report as per the recent practice, whilst the detailed Annual Financial Statements will be published separately on the Council's website for easy access by interested stakeholders.

Changes to Accounting Policies & Practices

An impairment write-off of \$15.7M for previously recognised Parks landscaping assets was taken up. This was necessary in order to complete the exercise of recognising all fixed assets at fair value in accordance with local government legislative requirements. The City and its auditors agreed that determining sufficiently reliable and verifiable estimates of fair value and useful life for landscaping (living) assets was not currently feasible.

The City also recognised (for the first time) a rehabilitation asset and corresponding provision of \$8.6M for future post closure decommissioning and rehabilitation costs at the landfill site. This ensured the City complied with the relevant Australian Accounting Standard (AASB 137) and brought its reporting into line with other metropolitan local government landfill operators.

Statement of Comprehensive Income

The City's net result (before asset revaluations) was up \$1.8M on the previous year to \$31.6M with operating activities adding \$2.6M to the result and non-operating activities declining overall by \$0.8M.

Overall, operating revenues of \$128.6M were up \$9.3M year on year. Revenue sources up for the year included general rates of \$65.4M (+\$6.6M) and operating grants and subsidies of \$11.8M (+\$3.3M). Interest earnings of \$5.7M (-\$0.4M) were slightly down on last year. Fees and charges were slightly down to \$40.3M (-\$0.4M) primarily due to a reduction in commercial fees from the HWRP landfill facility outstripping other general fee increases across the City.

Operating expenses were up for the year by \$6.7M (6%) to \$116.4M. Employee costs, the City's biggest operational expense item, were up \$3.0M (5.3%) to \$45.1M. Spending on materials and contracts was up 2.6% to \$33.5M (+\$0.9M). Insurance premiums came in \$0.3M (13%) lower than last year at \$1.9M due to savings generated in property, plant and workers compensation premiums. Interest expenses were minimal at \$0.1M and relate primarily to the self-funding underground power scheme.

Depreciation expenses (non-cash) were up by \$3.1M (14%) to \$25.0M, mainly as a consequence of revalued asset values for buildings and roads taken up at 30 June 2014 and commencing annual depreciation for landfill infrastructure assets.

Capital grants received of \$6.7M were up \$2.3M year on year mainly impacted by the receipt of \$3M state funding towards the regional aquatic and recreation centre at Cockburn Central West. Net profit from the sale of assets was up year on year by \$2.4M primarily due to higher land sales activity.

Developer contributions received continued strongly at \$11.8M (+\$1.7M) with the community infrastructure contribution plan collecting \$6.3M (-\$0.3M), road infrastructure developer plans collecting \$1.8M (+\$0.7M) and capital contributions totalling \$2.3M received for both the GP super clinic and regional aquatic and recreation centre at Cockburn Central West.

An impairment write-off for Parks landscaping (living) assets was taken up of \$15.7M in order to ensure the City complied with local government legislation requiring all fixed assets to be held at fair value.

This had limited impact on the City's year on year net result change due to the offset provided by the recognition of a larger value in gifted developer assets.

Statement of Financial Position

The City's net assets and total equity increased by \$68.3M during the reporting year to \$1,103.9M. This predominantly reflects increases in non-current assets of \$53.9M and current assets of \$24.7M. These were offset by an increase in total liabilities of \$10.3M.

The increase in current assets of \$24.7M includes an additional \$24.2M in cash and investments mainly due to a greater amount of cash held in financial reserves. Receivables also increased modestly \$0.5M year on year.

The increase in non-current assets of \$53.9M comprised a net increase of \$32.5 in the value of infrastructure assets and \$11.2M in property, plant & equipment assets. The City has also recognised a rehabilitation asset for the first time of \$8.6M. This offsets a non-current liability provision for the same amount in the first year. There was also an increase of \$1.6M in other investments mainly attributable to the SMRC joint venture.

Current liabilities were little changed down \$0.4M year on year to \$14.1M due to lower trade & other payables. The current portion of borrowing liabilities (\$1.4M) and leave provisions (\$4.6M) were relatively unchanged from last year.

Non-current liabilities increased by \$10.8M from last year, primarily due to an increase in provisions of \$8.8M and contributed to by the first time provision of \$8.6M for the rehabilitation of the landfill site. Security deposits and bonds payable were also \$3.4M higher year on year. Offsetting these, borrowings were paid down by \$1.4M.

Changes in Equity

Cash/investment backed reserves held by the City increased by \$21.5M to \$107.1M during the year.

The asset revaluation surplus increased by \$36.7M to \$568.2M as a result of the management valuation of roads, footpaths, drainage and parks infrastructure.

The City's accumulated surplus increased by \$10.1M to \$428.6M. This represented the \$31.6M net operating surplus result, less the \$21.5M net transfer of funds to financial reserves.

Statement of Cash Flows

The City's net incoming cash flows from operating activities increased by \$3.6M to \$37.2M for the reporting year. This continues to reflect the strong financial capacity of the City to fund new assets and asset renewal and upgrades as they become necessary.

Cash of \$36.5M was outlaid on capital spending, down \$6.8M on the previous year. This mainly reflected reduced spending on building construction (down \$12.6M) and additional spending on roads infrastructure assets (up \$4.3M).

Cash flows from grants and contributions received for the development of assets increased by \$4.0M to \$18.5M, with \$8.1M coming from the City's developer contribution plans.

Cash received from the sale of assets was down slightly by \$0.4M to \$4.0M.

The City repaid \$1.37M of the \$3.54M in outstanding borrowings for the underground power and emergency services building projects.

Cash and cash equivalents increased for the year by \$24.2M to \$129.0M strengthening the City's already strong liquidity position.

Rate Setting Statement

The City's closing funds position was \$13.7M compared to the balanced budget position contained in the adopted budget for 2014/15. \$9.7M of the closing funds is unspent monies required to complete carried forward works and projects. The balance of \$4.0M covers the forecast \$3.0M end of year surplus included in the adopted budget for 2015/16, with an additional \$1.0M available to be transferred into financial reserves in accordance with Council's budget policy.

The total amount raised from general rates of \$65.0M was \$6.5M (11.1%) higher than the previous year. This result reflects the 4% increase in the rates in the dollars (RID) adopted for 2014/15, together with continuing strong growth within the rating base from new land developments and building activity within the district.

Audit Report

The 2014/15 Annual Financial Statements were audited by Macri Partners and their assigned Audit Partner, Mr Tony Macri. They were signed off as being true and fair and without qualification.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- A responsive, accountable and sustainable organisation.

- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

1. Annual Financial Statements for 2014/15 (detailed)
2. Audit Completion Report to the Audit and Strategic Finance Committee for the year ended 30 June 2015 – Macri Partners

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

12.4 (ASFC 19/11/2015) - REVIEW OF THE RATE SETTING STATEMENT - PHASE 2 (150/016) (D GREEN/N MAURICIO/S DOWNING) (ATTACH)

RECOMMENDATION

That Council:

- (1) receive the 2015/16 Rates Setting Process – Internal Audit: Phase Two Report as attached to the Agenda;
- (2) continue the incorporation of rates and service charges for Residential Improved properties as part of its future rates process;
- (3) require the Delegated Authorities and Policy and Position Statements Committee prepare an amended Policy SC34 – Budget Management to reflect the following:
 1. Continue with incorporation of the waste management and community surveillance service charges into the residential

- improved rates;
2. Receive an independent assessment of the modelling annually;
 3. Third Budget Forum to specifically consider Differential Rates and the modelling associated with the application of the proposed differential rates; and
 4. The Annual Municipal Budget be adopted by a Special Meeting of Council.

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

Arising from the report to the Ordinary Council Meeting held on 10 September 2015 *Application Of Rates Concession For 2015 / 16 Financial Year*, the resolution of Council as stated in recommendation 5 of the report was:

review Policy SC 34 “Budget Management” for the purpose of considering a strategy to incorporate Service Charges into the General rate charges on an ongoing basis and to include an “equalisation” concession to ensure reasonable equity is maintained for rate increases;

As part of the report, Deloitte’s were to be commissioned to undertake a second stage of their review as noted below:

Strategy for the Future

To provide an assurance to Council and its ratepayers that mitigates against the likelihood of a repeat of these circumstances, it is important that a process which enables necessary checks and balances of the anticipated rates income is introduced for future years. A well-considered approach to this matter would result if Council employed the following strategy:

1. Review Policy SC34 “Budget Management” to incorporate:

- *The ongoing inclusion of a Waste Service Charge and Security Service (Co safe) Charge into the General Rates levied against rateable properties.*
 - *Grant provision of a “Waste and Co safe” equalisation Concession each year as a fundamental principle of the Rating Strategy to overcome inequitable variances to rates to higher GRV properties, but maintain the capacity for eligible pensioners to continue claiming a rebate on the rates assessment, inclusive of Waste and Security Service Charges.*
 - *Detailed estimated rates income modelling will be prepared and independently reviewed, prior to being separately presented to a specific “Rates Setting Workshop” as a requirement of the annual Budget timetable*
2. *Engage Council’s appointed Internal Auditor (Deloitte) to corroborate the proposed Rate Setting schedule annually, prior to presentation of this information to Elected Members during the Budget Workshp dedicated for this purpose each year.*

Submission

N/A

Report

In August 2015, Deloitte was assigned to undertake an internal audit assessment of the City’s rate setting process for the 2015/16 budget with a focus on the implementation of the strategy to incorporate compulsory waste service and CoSafe security charges into the general rate in the dollar for residential improved properties (the incorporation rate setting strategy).

A two-phased approach was applied to this assessment, being:

- Phase One - Addressing scope items relating to the processes and outcomes for the 2015/16 budget year; and
- Phase Two - Addressing scope items to be considered by Council for the 2016/17 budget rate setting (the focus of this report).

The audit report for Phase one was presented to Council in September. This outlined a number of key issues that should be considered as part of the audit scope for Phase two, these being:

- Basis of concessions, if any, to be built into the rates setting process

- Calculation of a comparable RID to fund any concession (considering the proposed 2015/16 concession draws on the funds available from the over-charging error)
- The impact on other rates setting decisions (e.g. minimum rates)
- The potential change in the State Government rebate scheme (potential rebate cap).

As such the following audit brief was prepared by Manager, Financial Services:

If Council continues with incorporating waste & CoSafe charges in the RID for residential improved properties in 2016/17 and future years:

- Basis of concessions, if any, to be built into the rates setting process
- Calculation of a comparable RID to fund any concession (considering the proposed 2015/16 concession draws on the funds available from the overcharging error)
- Impact on pensioners from the potential change in the State Government rebate scheme (potential rebate cap).
- The impact on other rates setting decisions (e.g. minimum rates).
- Issues to consider if extending incorporated charges to non-residential improved properties.
- Modelling requirements to inform Council deliberations.

If Council reverts to having separately levied waste & CoSafe charges for residential improved properties (no concession requirement):

- Impact on ratepayers: those that received a comparative advantage from incorporation (compared to 2014/15 rates); those that received a concession in 2015/16; pensioners
- The impact on other rates setting decisions (e.g. minimum rates).
- Modelling requirements to inform Council deliberations.

The report from Deloitte on Phase two of the audit (attached to the agenda) has addressed the audit brief and made the following findings:

1. Modelling within the 2016/17 rates setting process (and the conduct of a third budget workshop to focus on rate setting)

- There are two main benefits to scheduling a Rates Setting briefing after the Capital Expenditure and Operational Expenditure briefings, namely:
 - A greater understanding of costs, and therefore the revenue required to meet those costs, will lead to a more accurate modelling outcome
 - The later the Rates Setting briefing is held, the more new properties will be included in the modelling process

- The City may consider formalising its process of reviewing the rates revenue assessment process, considering it was challenged during the 2015/16 rate setting process
- Council should be provided detailed modelled outcomes, with examples for various property types (including those that Elected Members can personally relate to, such as properties with GRVs similar to their own properties) in order to understand the modelling process and impact on ratepayers
- The modelling process and impact analysis should be subject to independent review
- The main decision to be made by Council is which method (no incorporation, incorporation with a concession, incorporation without a concession) to use for the coming year. It is reasonable to make this decision before commencing the rate modelling process, which is likely to be resource intensive
- Any further decision to continue the concession beyond the 2016/17 year should be made ahead of the beginning of modelling for that year.

2. Scenario 1: Continued incorporation strategy

- In the City's current circumstances, the advantages of incorporation (the benefit to pensioners, the treatment of waste as a service no different from others and the simplified rates structure) appear to outweigh the disadvantages
- The concession ensures that ratepayers of properties with a higher GRV do not feel the full impact of the move to incorporation and should be continued for the 2016/17 year if the City is to be consistent with its strategy for the 2015/16 year
- To assist in covering the cost of the concession, the minimum rate should be raised by at least the same percentage as, and preferably slightly more than, the general rate increase (whilst remaining within legal parameters)
- The concession should be based on capping the percentage rate increase at a level the City feels confident will be tolerated by residents (and ideally higher than the average increase)
- The City should be mindful of the need to communicate clearly the complexities of its decisions and impacts on ratepayers in its annual Objects and Reasons Statement.

Extending incorporated charges to non-residential improved properties

- The City should:
 - Model the impacts of incorporated waste charge for the full range of GRV properties
 - Not make the decision to incorporate waste charges for non-residential properties without considering how to soften the impact on the properties with higher GRVs.

3. *Scenario 2: Separate waste and CoSafe charges (reversal of incorporation)*

- The groups likely to be impacted by this decision are:
 - Those ratepayers who had a relative advantage in 2015/16 (in particular those who received a decrease in rates from 2014/15 to 2015/16) are likely to be relatively disadvantaged (comparing 2016/17 rates to 2015/16 rates) if incorporation is reversed
 - Pensioners who can no longer claim a rebate on the waste and CoSafe charges (as noted above, the final overall impact will also depend on the State Government's policy)
- There is unlikely to be any need for a concession if there is no incorporation, however an impact analysis will still be required to highlight any groups which may be adversely affected by the reversal.
- Some of the risks associated with fixed waste and CoSafe charges include:
 - Pensioners will be disadvantaged and to a greater extent if the State government rebate policy remains unchanged
 - These services will continue to be treated differently from the wide range of other services offered by the City.
- If the City chooses not to incorporate waste charges it should consider incorporating CoSafe security charges for consistency with non-residential improved properties.

Deloitte's report also provides recommendations for the type of modelling and impact analysis information to be presented to the rate setting budget workshop.

Summary and Conclusion

On balance, the Deloitte Report shows that the City should continue with the incorporation rate setting strategy.

As noted in the Report, pensioners will on the whole be better off if the City maintains the current incorporation of the rates and service charges. In addition, the concession methodology will allow the City to provide the management tool to cap rate increases equitably.

Policy SC34 'Budget Management' will have to be amended at the next Delegated Authorities, Policies and Position Statements Committee Meeting to be held on 26 November 2015'. The following amendments are flagged for review and amendment:

1. Third Budget Forum to specifically consider Differential Rates and the modelling associated with the application of the proposed differential rates;
2. Continue with incorporation of the rates and service charges;
3. Review an independent assessment of the modelling;
4. Have the Annual Municipal Budget adopted by a Special Meeting of Council rather than an Ordinary Council Meeting.
5. Prepare a new timetable to accompany the Policy SC34.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- Effective advocacy that builds and manages relationships with all stakeholders.
- A responsive, accountable and sustainable organisation.

Policy SC34 'Budget Management' refers.

Budget/Financial Implications

The financial implications of the Deloitte's Phase 2 report will be considered by Elected Members as part of the Budget Forums to be held in 2016 in preparation of the 2016/17 Annual Municipal Budget.

Legal Implications

N/A

Community Consultation

N/A

Attachment(s)

2015/16 Rates Setting Process – Internal Audit – Phase 2.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

- 13. ENGINEERING & WORKS DIVISION ISSUES**
- 14. COMMUNITY SERVICES DIVISION ISSUES**
- 15. EXECUTIVE SERVICES DIVISION ISSUES**
- 16. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 17. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING**
- 18. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING BY COUNCILLORS OR OFFICERS**
- 19. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE**
- 20. CONFIDENTIAL BUSINESS**
- 21. CLOSURE OF MEETING**

Meeting closed at:

RISK REGISTER - EXECUTIVE DIVISION

ASFC 19/11/2015 - Agenda item 10.2 Attach 1

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls		Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk			
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
ESC1	Operational	Strategy & Civic Support	Civic Support Coordinator	Inability to support civic events program	Insufficient labour supply, insufficient funding	Injury	N	Maintain knowledge through procedures being documented, resourcing of area and cross skilling, accurate budgeting and resource allocation	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						ESC2	Operational			Strategy & Civic Support	Civic Support Coordinator	Inability to support Administration Building functioning	Insufficient labour supply, insufficient funding	Injury	N	Maintain knowledge through procedures being documented, resourcing of area and cross skilling, accurate budgeting and resource allocation					Effective		#N/A		#N/A
Financial Loss	N		#N/A		#N/A			#N/A	#N/A					#N/A	2		2	4	Low						
Asset Loss	N		#N/A		#N/A			#N/A	#N/A					2	2		4	Low							
Disruption	Y	Disruptive	2	Possible	2			Low	4					Staff	2		2	4	Low						
Brand	Y	Disruptive	2	Possible	2			Low	4					Staff	2		2	4	Low						
Performance	Y	Disruptive	2	Possible	2			Low	4					Staff	2		2	4	Low						
ESC3	Operational	Strategy & Civic Support	Civic Support Coordinator	Failure to control access and security to Administration Building during Civic functions	Lack of communication about contractors and visitors entering the building, unauthorised people being allowed into the building, emergency or criminal event (especially afterhours)			Injury	Y					Staff Access Key cards, Visitors sign in and out sheet, Visitors passes, Extra security for after hours functions, Maintain procedures, maintain awareness or requirements to notify, security awareness through education of staff, training and deployment of civic support staff, maintain adequate funding for security guards	Effective			#N/A		#N/A		#N/A	#N/A	#N/A	Accept
						Financial Loss	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					
						Asset Loss	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					
						Disruption	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					
						Brand	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					
						Performance	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks		Evaluate Risks						Risk Treatment (Table 4)					Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC1	Operational	Library Services	Manager, Libraries	Failure to provide and maintain stock in the libraries that meets community needs	Funding cuts, human error, lack of knowledge of community	Injury	N	Staff training, requests and recommendations by the public, statistical analysis, effective State Library exchange model	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
GC2	Operational	Library Services	Manager, Libraries	Failure to provide events and programmes at the libraries that meet community needs	Poorly trained staff with lack of community knowledge, lack of space, lack of resources	Injury	N	Community consultation, marketing plan, promotion, relevant staff recruitment and training, statistical analysis, monitor resources	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
GC3	Operational	Library Services	Manager, Libraries	Failure to provide timely, relevant and accurate information for the community at Libraries	Human error, lack of knowledge of the community, ineffective technology, lack of resources	Injury	N	Staff training, statistical analysis, community consultation, effective technology, monitor resources	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
GC4	Operational	Library Services	Manager, Libraries	Failure to maintain technology and systems in the libraries that meet consumer expectations	Lack of knowledge of community requirements, lack of resources, untrained staff	Injury	N	Staff training, surveys, customer feedback, technology networking, qualified staff, liaising with Council IT Services	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff						2	1	2	Low
GC5	Operational	Library Services	Manager, Libraries	Failure to provide safe and socially inclusive library facilities	Anti-social behaviour, lack of resources, untrained staff, unsuitable space design	Injury	Y	Proactive policies and procedures, trained staff, appropriate customer service model, monitor use of space	Effective	Minor	1	Rare	1	Low	1	Staff	Accept					1	1	1	Low
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff								0	#N/A
						Brand	Y			Minor	1	Possible	2	Low	2	Staff						1	1	1	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff						2	1	2	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks		Analyse Risks								Evaluate Risks		Risk Treatment (Table 4)							Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC6	Operational	Library Services	Manager, Libraries	Failure to provide and deliver relevant materials to residents who are physically incapable of visiting the library	Vehicle availability, lack of knowledge of members and the community, lack of resources	Injury	Y	Staff training, backup vehicle strategy, member consultation, monitor resources	Effective	Minor	1	Rare	1	Low	1	Staff	Accept					1	1	1	Low	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low	
						Asset Loss	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low	
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low	
						GC7	Operational			Library Services	Manager, Libraries	Failure to capture, promote and preserve local history	Lack of resources, untrained staff	Injury	N	Networking with relevant Council staff, minimal progress within existing resources						Ineffective		#N/A		#N/A
Financial Loss	N		#N/A		#N/A	#N/A	#N/A			0	#N/A															
Asset Loss	N		#N/A		#N/A	#N/A	#N/A			0	#N/A															
Disruption	N		#N/A		#N/A	#N/A	#N/A			0	#N/A															
Brand	Y	Minor	1	Rare	1	Low	1	Staff	1	1	1	Low														
Performance	Y	Minor	1	Rare	1	Low	1	Staff	1	1	1	Low														
GC8	Operational	Library Services	Manager, Libraries	Failure to provide a safe working environment for employees in the libraries	No appropriate procedures and policies, lack of resources, untrained staff, disengaged library management	Injury	Y	Staff training plus thorough induction, OH&S representation, proactive policies and procedures, incident reporting, team meetings, engaged library management	Effective	Disruptive	2	Possible	2	Low	4		Staff	Accept					2	2	4	Low
Financial Loss	Y	Serious	3	Rare	1	Low	3			Staff	3	1	3	Low												
Asset Loss	Y	Minor	1	Rare	1	Low	1			Staff	1	1	1	Low												
Disruption	Y	Minor	1	Rare	1	Low	1			Staff	1	1	1	Low												
Brand	N		#N/A		#N/A	#N/A	#N/A					0	#N/A													
Performance	Y	Minor	1	Rare	1	Low	1			Staff	1	1	1	Low												
GC9	Operational	Recreation & Community Safety	Ranger & Community Safety Services Manager	Failure to maintain effective working relationships with stakeholders (Police, DFES, , Communities) for effective Ranger services needs	Failure to attend scheduled events and providing inadequate support to key external stakeholders	Injury	N			Develop MOU with DFES and WAPOL Listed within Ranger SOP's Monthly Police Meetings combined with Co-safe personnel	Effective		#N/A		#N/A	#N/A	#N/A					Accept				
Financial Loss	N		#N/A		#N/A	#N/A	#N/A					0	#N/A													
Asset Loss	N		#N/A		#N/A	#N/A	#N/A					0	#N/A													
Disruption	Y	Serious	3	Rare	1	Low	3	Staff	3			1	3	Low												
Brand	Y	Serious	3	Rare	1	Low	3	Staff	3			1	3	Low												
Performance	Y	Serious	3	Rare	1	Low	3	Staff	3			1	3	Low												
GC10	Operational	Recreation & Community Safety	Ranger & Community Safety Services Manager	Failure to maintain Ranger job specific knowledge	Inability to perform daily Ranger functions to City's community members	Injury	Y	Ranger PD On the job training Training Budget	Effective			Disruptive	2	Rare	1	Low	2	Staff	Accept							
Financial Loss	N		#N/A		#N/A	#N/A	#N/A					0	#N/A													
Asset Loss	N		#N/A		#N/A	#N/A	#N/A					0	#N/A													
Disruption	Y	Disruptive	2	Possible	2	Low	4			Staff		2	2	Low												
Brand	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low												
Performance	Y	Serious	3	Rare	1	Low	3			Staff	2	1	2	Low												

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC11	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure of Ranger services to comply with statutory requirements during enforcement	Inability of authorised officers to interpret current legislation, Rangers acting outside their powers of authority, failure to report to Council for appointment of Authorised officers	Injury	N	Rangers PD On the job training Ranger SOPs Training Budget Monthly Ranger Tool Box Meetings, Authorisation Schedule, Delegations and Authorisation procedure manual, HR & Governance process for Authorisations	Effective	Disruptive	2	Possible	2	Low	4	Staff	Accept					2	2	4	Low
						Financial Loss	N			Disruptive	2	Possible	2	Low	4	Staff						1	1	1	Low
						Asset Loss	N			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager						2	2	4	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager						2	2	4	Low
GC12	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to provide adequate duty and care to impounded animals	Unscheduled or poor notification of maintenance of facility or ineffective disease management and control	Injury	Y	Officer have obtained the required animal handling training to deal with both cats and dogs in this environment On duty officers responsibility to report any faults and arrange for repairs as listed within Ranger SOP's On duty officers responsibility to report any faults and arrange for repairs as listed within Ranger SOP's Unwritten agreement with neighbouring LGA's to share their facility when City is not in operation. On duty officers responsibility to report any faults and arrange for repairs as listed within Ranger SOP's Daily cleaning of current Animal Care Facility required (Rangers SOP's)	Effective	Serious	3	Possible	2	Moderate	6	Manager	Likelihood/Consequence	Proposed New Animal Care Facility to be developed at the Depot 2016/2017 Written agreements need to be established with neighbouring LGA's to type up use of alternate facilities if needed Proposed engagement of Pound/Animal Registration Officer will reduce risks in this area	Sept. '16	TBA	2	2	4	Low	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					1	1	1	Low	
						Asset Loss	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Disruption	Y			Critical	4	Occasional	3	Substantial	12	Director					2	2	4	Low	
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager					2	2	4	Low	
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	2	4	Low	
GC13	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to provide appropriate tools of the trade for statutory enforcement	Excessive down-time and occupational health and safety concerns to operational and administrative officers	Injury	Y	State & Federal OSH Legislation Ranger SOPs Ranger Services Budget Council Policies Training Budget	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Likelihood/Consequence	Current Ranger Review in place; looking and resourcing uses both Human and Plant to address increases in demand being experienced within the Ranger Services, both operational and administrative service areas	TBA	TBA	2	2	4	Low	
						Financial Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager					2	2	4	Low	
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low	
GC14	Operational	Recreation & Community Safety	Ranger & Community Safety Services Manager	Failure to provide adequate information to public in relation to community safety and ranger services	Public and community perceptions of City's Ranger Services is negative	Injury	N	City's Customer Service Charter City's KPI Ranger Promotional Budget	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
		Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to meet community expectations	Lack of parking provisions within	Injury	Y	City's Parking & Parking Facilities Local Law City's Parking Compliance Officer		Serious	3	Possible	2	Moderate	6	Manager		Consideration of additional Parking Officer to accommodate increasing demands Continued working relationship with City of			5	2	2	Low	
						Financial Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC15	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Community expectations in regards to parking compliance	Lack of parking provisions within the City areas	Disruption	Y	City's Parking information pamphlets City surveys Parking Infringement Adjudication Processes	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Accept	Continued working relationships with City Traffic Engineers on parking related matters Ensure greater education is provided to community of parking related matters	Budget 2016/17	TBA	2	2	4	Low		
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low		
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					1	1	1	Low		
GC16	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to balance core work with miscellaneous duties of Rangers Services	Rangers in ability to attend to the core daily duties functions	Injury	N	Ranger SOPs Senior Ranger and CSOs overseeing job allocations to officers Officer Authorisations	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	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	TBA				0	#N/A		
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low		
GC17	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to keep animal registration records correctly	Lack of authorised officer care or training at data input at City Administration front counter	Injury	N	Dog Act Tech 1 System Authorised Officer Ranger CSO Audit process	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Review of registration processes is needed, one stop shop for counter payments all information to be entered at point of payment with Ranger CSO auditing process once forms are handed to that area, working with City's Finance department on this to have in place from November 2015 however SBM and Director support is needed or this too occur. One on one training needs to be undertaken with customer service staff at front counter to ensure proper data input at time of payment (one stop shop) and Ranger CSO to be placed up City's front counter admin to assist in accuracy.	Nov. '15	Nil.			0	#N/A		
						Financial Loss	Y			Minor	1	Likely	4	Low	4	Staff					1	2	2	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Likely	4	Substantial	12	Director					1	2	2	Low		
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	1	2	Low		
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					1	1	1	Low		
GC18	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to issue, verify and record information accurately for Fines enforcement	Lack of full time dedicated resources/position to perform function Failure to maintain monthly processing requirements for unpaid infringements, failure to follow process for Unpaid fines	Injury	N	Pinforce System FER process within Tech 1 Ranger Admin. Co-ordinator Revenue Officer to process payments	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A		
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate		
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					3	2	6	Moderate		
GC19	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to increase animal registration within City	Rangers inability to attend to the core daily duties functions Loss of income to City Rangers inability to return unregistered animals back to their	Injury	N	Dog Act & associated regulations Animal registration renewals Ranger SOPs Ranger not releasing dogs from animal care facility unless animal is	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Employment of animal registration officer would allow the City to undertake a review of animals registered within the City Employment of such officer will increase animal registrations as well as City's	TBA	TBA			0	#N/A		
						Financial Loss	Y			Disruptive	2	Likely	4	Moderate	8	Manager					1	2	2	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low		

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	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
					Unregistered animals taken to their owners and/or selling animal to another part because of this	Brand	N	Animal care facility ensures animals registered, microchipped			#N/A		#N/A	#N/A	#N/A	#N/A		finances in this area and allow for quicker return of animals to their owners.					0	#N/A		
						Performance	Y	Officer authorisations		Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low		
GC20	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Contract Management Failure (Mobile Security Services)	Current Contractor becomes insolvent Unsatisfactory operational outcomes of current service. Unsatisfactory price increase of current Service. Disagreement of either party on contract obligations Conditional breach of contract	Injury	N	CoSafe Contracts and Operations Co-ordinator	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Link between the City and Contractors; KPIs	Annual Contract Reviews	Security Levy				0	#N/A	
					Financial Loss	Y	Existing contract agreement	Serious		3	Possible	2	Moderate	6	Manager						2	2	4	Low		
					Asset Loss	N	Contract Management (internal team). Monthly report provided to CoC			#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A	
					Disruption	Y	Annual Budget has funding allocation to at least annually promote the City's Services and function	Serious		3	Possible	2	Moderate	6	Manager						2	2	4	Low		
					Brand	Y	Annual contract review. Performance indicators reviewed within CoC	Serious		3	Possible	2	Moderate	6	Manager						2	3	6	Moderate		
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager						2	2	4	Low	
GC21	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to respond to community patrol and security requests in a timely manner	Attending to other non core related functions open and closing of council facilities	Injury	N	Contract agreement and KPIs Additional vehicle and officer now added to contract	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	As per contract agreement	Now and ongoing	Security Levy				0	#N/A	
					Financial Loss	N					#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
					Asset Loss	N					#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
					Disruption	Y				Serious	3	Possible	2	Moderate	6	Manager						4	2	8	Moderate	
					Brand	N					#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
						Performance	Y				Serious	3	Possible	2	Moderate	6					Manager		2	2	4	Low
GC22	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to effectively manage the control of CCTV within the City	Failure to follow legislative protocols and City's policies with regards to CCTV	Injury	N	CCTV Code of Conduct State Security and Surveillance Device Act City's CCTV Policy	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Integrate the access of the CCTV to authorised outside sources via City's IT department and ensuring appropriate anti virus and integration software is in place Ensure key stakeholders are aware of the City's CCTV access protocol and use policies Ongoing review of City's CCTV Strategic Plan	Ongoing	Security Levy				0	#N/A	
					Financial Loss	Y				Serious	3	Possible	2	Moderate	6	Manager						2	1	2	Low	
					Asset Loss	N					#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
					Disruption	Y				Serious	3	Possible	2	Moderate	6	Manager						4	1	4	Low	
					Brand	N					#N/A	N/A	#N/A	#N/A	#N/A	#N/A									0	#N/A
						Performance	Y				Serious	3	Possible	2	Moderate	6					Manager		2	1	2	Low
GC23	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to effectively manage the use of CCTV within the City	Lack of knowledge to CCTV Policy and procedures Lack of having the appropriate qualified and skilled staff or contractors within the positions	Injury	N	CCTV Code of Conduct, CCTV Strategic Plan State Security & Surveillance Act and Regulations CCTV Maintenance Program			#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Ensure key stakeholders are aware of the City's CCTV access protocol and use policy (information sheet to be developed) Ongoing review of City's CCTV Strategic Plan Annual review of CCTV assets and maintenance requirements	Ongoing	Regular review of City's assets				0	#N/A	
					Financial Loss	Y				Serious	3	Likely	4	Substantial	12	Director						3	1	3	Low	
					Asset Loss	N					#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
					Disruption	Y				Critical	4	Possible	2	Moderate	8	Manager						2	2	4	Low	
					Brand	Y				Disruptive	2	Possible	2	Low	4	Staff						1	1	1	Low	
						Performance	Y				Critical	4	Possible	2	Moderate	8					Manager		2	1	2	Low
						Injury	N				#N/A		#N/A		#N/A	#N/A		Ensure constant review of authorised officers PD are undertaken to ensure currency and compliance to the changing needs in this area					0	#N/A		

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)							Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk								
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)				
GC24	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to ensure appropriate and qualified staff are retained within service area for CCTV	Lack of qualified staff, damage/theft of CCTV equipment	Financial Loss	Y	Ensuring that appropriate maintenance budget amounts are provided so as to ensure currency of the system and software including a replacement program for outdated systems Ensuring constant reviews of qualifications are maintained to the required levels (Performance Appraisal) Ensuring annual publications are provided on City CCTV systems to community via survey or general publications Ensure that all offices are provided training when new software or systems are introduced and this be listed within Specification requirements of new CCTV rollouts		Serious	3	Occasional	3	Moderate	9	Manager	Likelihood/Consequence	Ensure that the City's new CCTV Strategy Plan and Forward Budgets Plans contain provisions for maintenance and replacement programs for existing infrastructure 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 poles 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 Have components of CCTV located within the City annual survey to community for comment Ensure that located within any new specification for CCTV or related matters that training for responsible officers be provided at all times and that maintenance programs are in place to ensure all is operating to capacity	Ongoing	TBA	2	2	4	Low				
						Asset Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low				
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	2	4	Low				
						Brand	Y			Minor	1	Likely	4	Low	4	Staff					2	2	4	Low				
						Performance	Y			Serious	3	Likely	4	Substantial	12	Director					3	2	6	Moderate				
							Y																					
GC25	Operational	Recreation & Community Safety	Ranger & Community Safety Services Manager	Failure of internal staff within CoSafe to maintain effective working relationships with external and internal agencies	Change over of Staff Lack of engaging right officer for job Change of City's direction into Community Safety	Injury	N	Establish weekly meetings with WAPOL OIC's by all CoSafe staff Quarterly CCIPG meetings with number of key internal and external stakeholders Annual Perception Surveys Reviews of the City's Crime Prevention Plan every 5 years Review of strategies within Crime Prevention Plan at every CCIPG meeting			#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A				
						Financial Loss	N			Minor	1	Possible	2	Low	2	Staff					1	1	1	Low				
						Asset Loss	Y				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A				
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					2	1	2	Low				
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					2	1	2	Low				
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					2	1	2	Low				
GC26	Operational	Recreation & Community Safety	Ranger & Community Safety Services Manager	Failure to understand and meet community's safety and security needs	Lack of community consultation and participation Change in City's direction with regards to Community Safety	Injury		Annual Perception Surveys Reviews of the City's Crime Prevention Plan every 5 years Review of strategies within Crime Prevention Plan at every CCIPG meeting to ensure currency			#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A				
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A				
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A				
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	1	2	Low				
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low				
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					3	1	3	Low				
GC27	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to meet bushfire obligations	Lack of consultation with other government authorities (eg. Council is powerless to make changes due to the responsibility of another government body) and a bushfire occurs. Arson (bushfire cause). Lightning strike (bushfire cause). Uncontrolled burn off. Uncontrolled, unco-operative resident (ie. not adhering to a compliance note, etc.). Inappropriate clearing (human error).	Injury	Y	Annual Inspection of all rural properties and follow-up of all properties for non-compliance. Records maintained. Council install fire breaks. Fire order released. Gazetted in paper. Online advice (education programs). Enforcement powers (install and fine). Successful completion and ongoing risk mitigation works in accordance with the BRMP Current Fire Control Order requirements and its link to the Bush Fire Act on council and private land owners, will assist and reducing disruptive measures to a point, however large crown land masses	Basic	Catastrophic	5	Possible	2	Substantial	10	Director	Likelihood/Consequence	BFRMP	Now and ongoing	\$210,000 annually	4	2	8	Moderate				
						Financial Loss	Y			Catastrophic	5	Possible	2	Substantial	10	Director					4	2	8	Moderate				
						Asset Loss	Y			Catastrophic	5	Possible	2	Substantial	10	Director					4	2	8	Moderate				
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate				
						Brand	Y			Catastrophic	5	Possible	2	Substantial	10	Director					3	2	6	Moderate				
							Y																					

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review						
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls		Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)			Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
					Disconnect between business units of Council (eg. Fire occurs but miscommunication given to resident from another business unit).	Performance	Y	within the City's boundaries continues to pose a threat due to the lack of accountability on these state land owners			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
GC28	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to understand concept and roles and responsibilities of Emergency Management	Lack of Consultation, Engagement, Testing, Co-ordination and commitment to Emergency management Plans	Injury	Y	Annual reviews. Desktop exercises (local & state). Consultation with community Evacuation centres form part of preparation procedures LEMCs quarterly meetings. Quarterly reviews.	Basic	Serious	3	Possible	2	Moderate	6	Manager	Accept	Link to responsible officers KPI's	2015/16 Budget	TBA	3	2	6	Moderate		
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low		
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate		
						Brand	Y			Catastrophic	5	Possible	2	Substantial	10	Director					3	2	6	Moderate		
						Performance				Y	Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
GC29	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to respond to Emergency Managements events outside normal operational hours	Lack of EM Vehicle for responsible officer to be able to respond to afterhour emergency events	Injury	Y	Council employee uses own vehicle to attend to these after emergency events	Ineffective	Catastrophic	5	Rare	1	Moderate	5	Manager	Likelihood/Consequence	OCM Agenda item sitting awaiting for presentation to Council requesting supply of vehicle and commuter use options, this is upon discussion - CEO with Mayor who is the LEMC Chairman	TBA	\$55,000	3	1	3	Low		
						Financial Loss	Y			Catastrophic	5	Rare	1	Moderate	5	Manager					3	1	3	Low		
						Asset Loss	Y			Critical	4	Rare	1	Low	4	Staff					3	1	3	Low		
						Disruption	Y			Minor	1	Almost Certain	5	Moderate	5	Manager					3	1	3	Low		
						Brand	Y			Disruptive	2	Almost Certain	5	Substantial	10	Director					2	1	2	Low		
						Performance				Y	Disruptive	2	Almost Certain	5	Substantial	10					Director	1	1	1	Low	
GC30	Operational	Recreation & Community Safety	Emergency Management Project Coordinator	Failure to maintain effective working relationships with stakeholders (Police, DFES, LEMC, CPFS, Communities) for effective emergency management	Failure to attend emergency events and providing inadequate support to Hazard Management Agencies	Injury	Y	Full time Emergency Management Co-ordinator Quarterly LEMC meetings Quarterly DEMC meetings EM Act 2005 SEMC Policy requirements	Effective	Disruptive	2	Possible	2	Low	4	Staff	Accept				2	2	4	Low		
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A				
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Performance				Y	Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
GC31	Operational	Recreation & Community Safety	Emergency Management Project Coordinator	Failure to ensure appropriate and current Emergency Management plans and processes are in place	Failure to complete the City's ERM and LEMA Plan	Injury	Y	Reviews to be undertaken every five years Listed on LEMC Agenda SEMP 2.9 Managing Emergency Risk Listed on DEMC Agenda	Basic	Minor	1	Rare	1	Low	1	Staff	Accept						0	#N/A		
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low		
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	1	2	Low		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					3	1	3	Low		
						Performance				Y	Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
GC32	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to undertake Bushfire Act enforcement or mitigation works on Crown land	Lack of enforcement provision within the State Legislation (Bush Fire Act 1954) compelling no prescribed government department to comply with City Fire Control Order within the City's district	Injury	Y	City sends letter of request to government entity requesting compliance without enforcement provision during Fire Control Order periods on crown land within its district	Ineffective	Critical	4	Possible	2	Moderate	8	Manager	Likelihood/Consequence	Action has to be undertaken at the State level to have legislation amended to compel compliance by Crown land owners. Failure to have this amendment introduced will continue to allow the risk ratings to remain as these levels identified	TBC	Nil.	3	2	6	Moderate		
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					3	2	6	Moderate		
						Asset Loss	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate		
						Disruption	Y			Critical	4	Occasional	3	Substantial	12	Director					4	2	8	Moderate		

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk									
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)					
						Brand	Y			Catastrophic	5	Occasional	3	High	15	The Executive					4	2	8	Moderate					
						Performance	Y			Critical	4	Likely	4	High	16	The Executive					4	2	8	Moderate					
GC33	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to implement mitigation requirements within the City's adopted BFRMP	Lack of resources and funding to undertake required works	Injury	Y	Financial funding provided	Basic	Critical	4	Possible	2	Moderate	8	Manager	Likelihood/Consequence	Engagement of a Bushfire Assessment Officer and required resources will assist in compliance requirements to deal with the City's BFRMP pre and post mitigation for proper auditing processes	Now and ongoing	TBA	2	2	4	Low					
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low					
						Asset Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					2	2	4	Low					
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager					2	2	4	Low					
						Brand	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate					
							Y			Risk rating measures in place to determine most high risk areas	Critical	4	Occasional	3	Substantial	12					Director					3	2	6	Moderate
						Performance	Y																						
GC34	Operational	Recreation & Community Safety	Coordinator, Recreation Services	Failure to effectively administer the City's sport and recreation funding programs	Significant amount of Kidsport funding requests being received	Injury	N	Additional staff resources being provided to assist in administering the kidsport program	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Development of new major capital grants program	2015/16	Funds considered as part of annual budget deliberation process depending on number of applications received			0	#N/A					
						Financial Loss	Y			Minor	1	Occasional	3	Low	3	Staff					1	3	3	Low					
						Asset Loss	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low					
						Disruption	Y			Minor	1	Occasional	3	Low	3	Staff					1	3	3	Low					
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff					1	3	3	Low					
							Y			Thorough assessment of all funding applications received	Minor	1	Occasional	3	Low	3					Staff					1	3	3	Low
						Performance	Y																						
GC35	Operational	Recreation & Community Safety	Coordinator, Recreation Services	Inability to effectively manage the bookings of City's Recreation Facilities	Double bookings of facilities	Injury	Y	Clear and concise seasonal bookings process	Effective	Minor	1	Rare	1	Low	1	Staff	Likelihood/Consequence	Review of conditions of hire	2015/16	Nil.	1	1	1	Low					
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low					
							Y			Intra-Council department advice - High risk functions advice to stakeholders Council external etc.	Disruptive	2	Possible	2	Low	4					Staff					2	2	4	Low
						Performance	Y																						
GC36	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure for seasonal user groups to provide and update usage requirements for sporting reserves and facilities	Lack of knowledge of clubs re. bookings process	Injury	N	Clear and concise seasonal bookings process	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Review of bookings processes and procedures	2015/16	Nil.			0	#N/A					
						Financial Loss	Y				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Disruption	Y			Easy to access and complete booking forms - Booking Forms available online	Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low				
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
							Y			Ensure facilities/reserves are booked well in advance of program commencing	Serious	3	Possible	2	Moderate	6					Manager					3	2	6	Moderate
						Performance	Y																						
GC37	Operational	Recreation & Community Safety	Coordinator, Recreation	Inability to provide community of scheduled	Inclement weather	Injury	N	Have a large pool of casual staff	Basic		#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					3	1	3	Low					

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC37	Operational	Community Safety	Services	recreation programs and services	Lack of enrolments Lack of available facilities	Disruption Brand Performance	Y Y Y	Develop risk management plans and identity alternative options in case of inclement weather	Basic	Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
GC38	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to provide diligence in execution of Council funded Recreation Projects	Activity causing injury/death - Poor risk management Poor Project Planning	Injury	Y	Detailed Project Plans Project specific Risk Management Plans Management or project in accordance with Council's Purchasing Policy Development of cross business unit working groups	Basic	Serious	3	Possible	2	Moderate	6	Manager	Likelihood/Consequence					3	2	6	Moderate
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager						3	2	6	Moderate
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager						3	3	9	Moderate
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager						2	3	6	Moderate
						GC39	Operational			Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to provide safe and secure environment for SLLC Aquatic Facility users	Inadequate procedures and rules of use for patrons; staff complacency; exceeding maximum accommodation numbers; poor cleaning & maintenance standards; staff qualifications not maintained; poor communication of Centre rules and entry conditions Overcrowding, insufficient supervision (lack of Lifeguards, ineffective supervision techniques adopted), poor booking procedure (lap lane hire), mechanical failure (pumps off-line), checklists and procedures not implemented (or incorrectly implemented), lack of signage, poor communication to members regarding safety concerns, insufficient / ineffective training of staff	Injury	Y	Maintain adequate staff ratios. Adequate, ongoing Staff training. Facility cleaning & maintenance schedules & audits. Procedures such as rules of entry, conditions of use etc. Ensure all staff maintain relevant qualifications. Signage for Centre rules. Strict carer supervision rules. Staff rotation (to reduce impact of staff complacency, boredom etc.). Emergency management response.						Effective	Critical	4	Rare
Financial Loss	Y	Serious	3	Rare	1			Low	3					Staff	3		1	3	Low						
Asset Loss	N		#N/A		#N/A			#N/A	#N/A					#N/A				0	#N/A						
Disruption	Y	Disruptive	2	Rare	1			Low	2					Staff	2		1	2	Low						
Brand	Y	Serious	3	Rare	1			Low	3					Staff	3		1	3	Low						
Performance	Y	Disruptive	2	Rare	1			Low	2					Staff	2		1	2	Low						
GC40	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to provide safe and secure environment for SLLC Dry Facility users	Inadequate procedures and rules of use for patrons; staff complacency; exceeding maximum accommodation numbers; poor cleaning & maintenance standards; staff qualifications not maintained; poor communication of Centre rules and entry conditions, inexperienced staff officiating or facilitating sport and recreations programs, lack of team meetings, poor climate control, lack of drinking water supply, insufficient policing of rules, terms and conditions.	Injury	Y	Maintain adequate staff ratios. Adequate, ongoing Staff training. Facility cleaning & maintenance schedules & audits. Procedures such as rules of entry, conditions of use, age limits etc. Ensure all staff maintain relevant qualifications. Signage for Centre rules. Strict carer supervision rules. Staff rotation (to reduce impact of staff complacency, boredom etc.). Emergency management response.	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	1	4	Low
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
GC41	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to provide a safe working environment for staff and contractors at the SLLC	Inadequate procedures; staff complacency; poor cleaning & maintenance standards; inadequate staff training; poor communication of Centre procedures & expectations.	Injury	Y	Adequate staff inductions & ongoing training programs. Regular staff team meetings. Strict procedures and rules of staff conduct. Staff performance reviews. Facility cleaning & maintenance schedules & audits. Ensure all staff maintain relevant qualifications. Emergency management response.	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	0	#N/A	
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC42	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to provide adequate water space to meet demand for aquatic programs at the SLLC	Increasing local population; increasing popularity of the Centre & it's aquatic programs; Staff shortages; maintenance issues; Size of water bodies.	Injury	N	Construction underway for replacement Aquatic Centre. Proactive maintenance programs. Staff retention & rewards programs.	Effective	N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A	Accept	Construction underway for replacement Aquatic Centre					0	#N/A	
						Financial Loss	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager						2	3	6	Moderate
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
						Performance	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
							Y																		
GC43	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure of products and services to meet customer satisfaction and demand at SLLC	Poor quality of staff; poor quality of facility; poor quality of products & services.	Injury	N	Adequate, ongoing staff training. Regular staff team meetings. Facility cleaning & maintenance schedules & audits. Staff performance reviews. Construction underway for replacement Leisure Centre. Supplier contracts in place.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff						1	1	1	Low
						Performance	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
							Y																		
GC44	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Inability to identify defects and rectify plant, building and equipment at the SLLC	Lack of proactive maintenance schedule; poor treatment of facility & equipment by staff & patrons; lack of adequate facility & equipment audits.	Injury	Y	Proactive maintenance schedules. Regular facility & equipment audits. Reporting system for reactive maintenance. Staff training on equipment use & treatment.	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	1	4	Low
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
							Y																		
GC45	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Inability to maintain water quality requirements to required industry code of practice at the SLLC	Breakdown of monitoring or regulating equipment; poor staff response to breakdown; poor staff knowledge or skills in responding to breakdown; lack of human monitoring of automatic dosing; Power outages.	Injury	Y	Proactive maintenance schedules. Regular facility & equipment audits. Reporting system for reactive maintenance. Staff training on equipment maintenance and manual chemical dosing. Regular plant and water quality testing (5 times per day).	Effective	Minor	1	Rare	1	Low	1	Staff	Accept					1	1	1	Low
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Brand	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
							Y																		
GC46	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to maintain appropriate levels of aquatic supervision required by industry code of practice at the SLLC	Inappropriate rostering of staff; unexpected influx of patrons; poor communication of hire groups/bookings; staff illness/failure to turn up for shift;	Injury	Y	Appropriate, advanced rostering. Procedures for communicating and rostering for hire groups/bookings. Procedures for dealing with staff not turning up for shift. Multi-skilled staff, who can cover on pool deck.	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	1	4	Low
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
							Y																		

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC47	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Inability to attract and retain suitably qualified and experienced SLLC staff	Poor advertising practices; poor industry reputation; poor staff inductions & training standards; poor staff treatment; low staff pay rates; high competition for staff from industry; low numbers of prospective staff looking for work in industry (competition from other industries, e.g. mining).	Injury	N	Adequate staff inductions & ongoing training programs. Regular staff team meetings. Staff retention & rewards programs. Staff performance reviews. Ensure all staff maintain relevant qualifications. Maintain industry contacts/relationships in order to draw new staff (e.g. Education Institutions). Use industry websites for advertising vacant positions. Competitive pay rates.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Minor	1	Occasional	3	Low	3	Staff							1	3	3	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Minor	1	Occasional	3	Low	3	Staff							1	3	3	Low
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff							1	3	3	Low
						Performance	Y			Minor	1	Occasional	3	Low	3	Staff							1	3	3	Low
GC48	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure at Café to meet food safety requirements at the SLLC	Failure of staff to correctly follow implemented procedures, complacency amongst staff, inadequate staff training, inexperienced staff on shift, equipment failure / breakdown.	Injury	N	Regular review / update of Kiosk Procedure Manual, task checklists initiated by staff on shift, thorough induction when commencing work, regular staff training / meetings, stock rotation practices implemented, staff structure (senior staff member with juniors)	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff							1	2	2	Low
						Asset Loss	Y			Minor	1	Possible	2	Low	2	Staff							1	2	2	Low
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1	2	Low
						Brand	Y			Minor	1	Possible	2	Low	2	Staff							1	2	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff							1	2	2	Low
GC49	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to align with recommendations in caring for children within the creche at SLLC	Poor training of staff, lack of staff (availability), inexperienced staff on roster, complacency amongst staff, poor staff attitude / behaviour, poor practices (exceeding number limits), lack of knowledge amongst staff, failure to review recommendations / implement changes by Coordinator and/or Management.	Injury	Y	Procedure Manual regularly reviewed / updated, State Government Creche guidelines reviewed by Creche Coordinator and Management, sign-in procedures implemented, effective staff roster implemented, Coordinator present during staff operating hours, qualified Attendants on shift, fortnightly Coordinator Meetings, Performance reviews	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	1	4	Low	
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
GC50	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to provide safe and adequate parking facilities for patrons of the SLLC	Peak season resulting in high visitor numbers, activity on oval resulting in car bays being utilised , mechanical failure (lights not operating when dark), increasing local population, unauthorised parking (school students / teachers), lack of signage (disability access, one way, stop), large facility booking at SLLC, flooding, vandalism	Injury	Y	Security checks by staff, CoSafe patrols, numerous car bay light poles and 3 x Flood light locations, Overflow access during busy periods / high usage of facility, communication with school when parking issues arise, sufficient signage, provision for Disability parking, one way road markings (arrows), CCTV cameras	Effective	Serious	3	Rare	1	Low	3	Staff	Accept					3	1	3	Low	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff							1	1	1	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff							1	1	1	Low
						Brand	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1		Low
GC51	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to provide adequate customer service and sales experience for patrons at SLLC	High volume of customers, new and/or inexperienced staff, staff on leave, inadequate training of staff, staff shortages, poor attitude displayed by staff, equipment failure (phone, internet), poor procedures adopted by staff	Injury	N	Well planned rostering of staff, efficient training protocol and procedure adopted, regular staff meetings, support procedures (Coordinators) planned, quality booking system - Links (appraisals, membership enquiries / sales)	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)							Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC52	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to adequately communicate or promote products and services to the public of the SLLC	Lack of training, low staff numbers, inexperienced staff, poor budgeting control, poor communication amongst staff, equipment failure, complacency, lack of planning, insufficient communication amongst colleagues (Team Meetings)	Injury	N	Open communication channels with COC Marketing, multitude of promotional avenues (Soundings, Facebook, website, Gazette), thorough Marketing schedule for SLLC, Fortnightly Coordinator Meetings to identify and plan for upcoming internal events / activities, Training of staff and regular staff meetings.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
GC53	Operational	Recreation & Community Safety	South Lake Leisure Centre Manager	Failure to identify improper internal practices at SLLC	Lack of supervision, lack of staff screening, lack of adequate procedures & processes, lack of ongoing training, staff meetings and performance reviews, staff expectations not clearly defined, poor reporting procedures (financial, procedural, audits, inspections etc.)	Injury	Y	CCTV, regular banking days, pre-employment background checks, accurate statistical and financial reporting (Links), Supervisor always on duty (Manager or Duty Manager), task checklists for all departments to be initialised, Procedure Manuals regularly reviewed. Regular Staff Performance Appraisals completed, Fortnightly Coordinator Meetings that identify any issues that have surfaced and plan for action.	Effective	Serious	3	Rare	1	Low	3	Staff	Accept					3	1	3	Low	
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1	2	Low
						Asset Loss	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1	2	Low
GC54	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to coordinate Community Services major projects on behalf of the City of Cockburn	Lack of diligence, lack of detailed project scope, lack of resourcing, Contractors performance, variations of expenditure, Inaccurate project cost estimate	Injury	N	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	Effective	N/A	#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence							0	#N/A	
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager							4	2	8	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Catastrophic	5	Occasional	3	High	15	The Executive							5	3	15	High
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager							4	2	8	Moderate
						Performance	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
GC55	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to address criteria for grant applications in a timely manner	Lack of resources, misalignment of project guidelines, lack of sufficient information	Injury	N	Research, review projects application, contract external resources	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager							4	2	8	Moderate
						Brand	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
GC56	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to acquit grants in accordance with funding agreements	project delays, audit and accounting delays	Injury	N	Progress monitoring, variation reporting, monitoring expenditure funds, contract additional resourcing	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager							3	2	6	Moderate
						Performance	Y			Minor	1	Possible	2	Low	2	Staff							1	2	2	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)							Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC57	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to process and evaluate applications for grants, donations and sponsorship for Cockburn Community Fund	lack of resources, human error, lack of information, Elected members decisions	Injury	N	Procedures Manual, Flowchart, timeframes, committee, Assessment sheets, policy	Basic		#N/A		#N/A	#N/A	#N/A	Accept							0	#N/A		
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4						Staff	2	2	4	Low	
						Brand	Y			Serious	3	Possible	2	Moderate	6						Manager	3	1	3	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
GC58	Operational	Recreation & Community Safety	Manager, Recreation & Community Safety	Failure to manage the acquittal of Cockburn Community Find recipients	lack of resources, lack of accurate information, lack of adherence to formal agreements by parties, change of personnel of funding recipients	Injury	N	formal agreements, performance standards, follow ups and alert reminders, Database management	Effective		#N/A		#N/A	#N/A	#N/A	Accept							0	#N/A		
						Financial Loss	Y			Minor	1	Possible	2	Low	2						Staff	1	2	2	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2						Staff	1	2	2	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4						Staff	2	2	4	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
GC59	Operational	Corporate Communication	Manager, Corporate Communication	Failure to produce accurate and clear information for the community	Human error, lack of ability, lack of information, failure of other departments to follow guidelines and procedures	Injury	N	Writing style guide, intranet, information summary sheets, procedures for proofing, procedures for information provision	Basic		#N/A		#N/A	#N/A	#N/A	Likelihood/Consequence	Outsource proofreading of corporate documents; annual training on writing plain English, reports and writing for the web	2016/17	TBA			0	#N/A			
						Financial Loss	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low		
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low		
						Performance	Y			Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low		
GC60	Operational	Corporate Communication	Manager, Corporate Communication	Failure to provide clear direction for use of social media and other technology to staff	Lack of procedures, lack of ability, lack of resource, lack of training	Injury	N	Social media guidelines, response framework, policy, some external workshops, staff knowledge, informal training plan	Basic	N/A	#N/A	N/A	#N/A	#N/A	#N/A	Change Likelihood	Recruit skilled staff (ongoing); finalise procedures, upskill existing staff, develop training plan	2015/16 for procedures				0	#N/A			
						Financial Loss	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low		
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low		
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low		
						Performance	Y			Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low		
GC61	Operational	Corporate Communication	Manager, Corporate Communication	Failure to undertake market research	Lack of resources, lack of forward planning	Injury	N	Annual research programs in place, understanding by most senior managers of the need to undertake research before developing a strategy / program / service, ad hoc meetings other service units reveals a need for research	Basic		#N/A		#N/A	#N/A	#N/A	Change Likelihood	Community Development and Corporate Communications to meet in November, pre budget time with service units to determine future communications, engagement requirements. Develop guidelines for undertaking research using tools such as survey monkey.	2015/16				0	#N/A			
						Financial Loss	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Brand	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low		
						Performance	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low		

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC62	Operational	Corporate Communication	Manager, Corporate Communication	Failure to promote the City's Services	Lack of human resources, lack of communication between service units and Corporate Communications, inadequate budgeting, lack of knowledge of marketing, inadequate measurement of tools in place	Injury	N	Reliance on existing knowledge of staff in service units to promote their services, informal (water cooler) and formal conversations,	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence		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 develop an annual plan.	2015/16				0	#N/A
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
						Brand	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Performance	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low
GC63	Operational	Corporate Communication	Manager, Corporate Communication	Failure to brand City material appropriately and accurately	Lack of human resource to police and resolve due to sheer volume of material, inability of staff outside communications to understand the value of brand; inadequate style guides	Injury	N	In house graphic design (encourages staff to use the resource which ensures branding), informal education, style guides	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Develop, cost and resource brand strategy 2015-16 financial year for implementation of critical actions, such as updating of style guide in 2016-17	2015/16 & 2016/17				0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Catastrophic	5	Rare	1	Moderate	5	Manager					4	1	4	Low	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
GC64	Operational	Corporate Communication	Manager, Corporate Communication	Failure to effectively manage crisis communication	Lack of plans, lack of knowledge of plans	Injury	Y	In-house graphic design (encourages staff to use the resource which ensures branding), informal education, style guides.	Basic	Disruptive	2	Rare	1	Low	2	Staff	Likelihood/Consequence	Relevant staff awareness of plans, procedures updated; Crisis communications plan finalised, development of Incident Escalation Protocols. Form a crisis incident management team and procedures	2015/16		2	1	2	Low	
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff					2	1	2	Low	
						Asset Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager					2	2	4	Low	
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	2	4	Low	
GC65	Operational	Corporate Communication	Manager, Corporate Communication	Failure of events to meet the expectations and needs of the community	Lack of resources, failure of events to attract all demographics of our community, lack of communication about event details, inadequate suppliers, inadequate internal support, lack of knowledge and theft.	Injury	N	Event strategy, event procedures, perceptions survey, qualitative research (2011), Engagement with aged 18-25 research, customer service tent at events, social media monitoring, rigorous supplier checks, annual external and internal ops meetings as well as the event and cultural coordinator position itself	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Multiple operational meetings, specific event research, procedures for set up and set down	Nov. '15				0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low	
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
GC66	Operational	Corporate Communication	Manager, Corporate Communication	Failure to provide safe environment at events	Lack of resources, failure of staff to understand minimum safety requirements, failure to check service provider accreditations	Injury	Y	Event specific risk management plans	Effective	Disruptive	2	Possible	2	Low	4	Staff	Likelihood/Consequence	Training for staff, process for checking site set up and plans, process for rigorous supplier checks. Develop Events risk Management Plan and process	Jan. '16		2	2	4	Low	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1		2	Low	
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	

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RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC67	Operational	Corporate Communication	Customer Service Coordinator	Inability to maintain continuity of Contact Centre operations	Power or phone outage	Injury	N	Business Continuity Plan - Insight 24 hour afterhours answering service - disaster recovery plan	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low	
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff						1	3	3	Low	
						Performance	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low	
GC68	Operational	Corporate Communication	Customer Service Coordinator	Failure to provide consistent, accurate and timely information via all CS Channels (CC, FC & SM)	Lack of staff knowledge	Injury	N	Council information summary sheets maintained to ensure accurate information is on hand at all times. Ongoing staff feedback and training. Casual staff members available on call.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low	
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low	
GC69	Operational	Corporate Communication	Customer Service Coordinator	Failure to manage Customer requests and enquiries	CRM system crash	Injury	N	Manual recording of CRs to be added to system upon reinstatement	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
					Inaccurate or insufficient information in CRs	Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
					Lack of staff knowledge	Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
					Disruption	Y	Disruptive			2	Rare	1	Low	2	Staff	2						1	2	Low		
					Brand	Y	Disruptive			2	Possible	2	Low	4	Staff	2						2	4	Low		
					Performance	Y	Disruptive			2	Possible	2	Low	4	Staff	2						2	4	Low		
GC70	Operational	Corporate Communication	Customer Service Coordinator	Failure to provide professional and accessible Customer Service for the City of Cockburn	Lack of Staff Training	Injury	N	Ongoing monitoring and training of staff	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Lack of adherence to City's DAIP	Financial Loss			N		#N/A		#N/A	#N/A	#N/A						#N/A			0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low	
GC71	Operational	Corporate Communication	Customer Service Coordinator	Inability to provide safe and accurate safe cash handling at Front Counter	Human Error, theft, fraud	Injury	Y	Staff armed Hold Up Training, Cash Handling Training, Procedures, CCTV, Drop Boxes - Safe, Cash Drawers, Electronic Transaction Machines, Duress Alarm, Cash Breakup Slips, Float Checks and Banking	Effective	Disruptive	2	Possible	2	Low	4	Staff	Change Likelihood	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. Install a third cash drawer at third work station to enable cash transactions to be performed during peak times.				2	2	4	Low	
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low		

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
GC72	Operational	Community Development	Cockburn Community Care Manager	Failure to administer and oversee correct medication for aged and people with disabilities within the community(Cockburn Community Care)	Human error, Client Refusal to follow instructions. Medication aids failure	Injury	Y	Policies and procedures for medication, Staff training, Medication Records, Support Plans, liaison with Doctors and Pharmacies and families	Effective	Serious	3	Rare	1	Low	3	Staff	Accept				3	1	3	Low
						Financial Loss	N			#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
GC73	Operational	Community Development	Child Care & Seniors Manager	Failure to provide duty of care to clients within home care (Cockburn Community Care)	Exploitative behaviours, breakdown of professional boundaries, abusive behaviours, co-dependency	Injury	Y	Recruitment Process, Biannual Police checks, induction training, staff handbooks, boundaries training. Performance management system, random DNA testing. Supervision	Effective	Serious	3	Rare	1	Low	3	Staff	Accept				3	1	3	Low
						Financial Loss	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
GC74	Operational	Community Development	Manager, Community Development	Failure to provide a safe working environment for staff within Community Development (Cockburn Community Care)	Human error , manual handling of people, lack of maintenance of heavy machinery (eg. hoists)Failure of staff to adhere to procedures (Cockburn Community Care) Lack of regular and consistent supervision. Unpredictable home visiting environment	Injury	Y	Home safety checklists. Support Plans, induction Training, staff handbooks, supervision. Warning notices on database. Matching individual staff skill sets to higher risk clients. Recruitment process, Pre-employment medical checks, induction training, staff handbooks, boundaries training. Performance management system. Supervision, Manutention Training, Agenda item at staff meetings, Regular hazard identification and management reminders at staff meetings, Home safety checklists, maintenance schedules	Basic	Serious	3	Likely	2	Moderate	6	Manager	Likelihood/Consequence	Multi-faceted project including well being program	Oct. '15	\$5,000	2	2	4	Low
						Financial Loss	Y			Disruptive	2	Likely	4	Moderate	8	Manager					2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Performance	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
GC75	Operational	Community Development	Cockburn Community Care Manager	Failure to comply with the Disability Act legislation (Cockburn Community Care)	Human error	Injury	N	Disability Awareness Training, The organisation maintains a number of wheelchair accessible vehicles, Staff are trained to support people with behavioural, cognitive, mobility and sensory impairments, Transport is provided to the service and to events, Volunteers provide one on one support for people with high needs, Services are modified to meet the needs of people with specific disabilities, The City of Cockburn has a Disability Access and Inclusion Officer The City of Cockburn has a Disability Access and Inclusion Plan, Vehicles are selected for ease of access and 3 have wheelchair hoists, The office and Day Centre buildings have: • no steps • Accessible doorways, corridors and toilets, Buildings are audited every 5 years, The ACROD parking bays were recently upgraded to meet the new National Standards, Information is provided in alternate formats upon request (e.g. one client requested correspondence by fax rather than phone), Funds are available for interpreters if required, Carers and advocates are included in	Effective				#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	N						#N/A	#N/A	#N/A	#N/A							0	#N/A
						Asset Loss	N						#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	N						#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks			Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk			
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
						Performance	Y	correspondence and meetings as required , The City of Cockburn media team provides support to produce plain English resources, Complaints procedure, Customer satisfaction survey		Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
GC76	Operational	Community Development	Manager, Community Development	Failure to recruit and retain staff with suitable skills and qualifications to preform specialised service objective	lack of training & staff support, inadequate network connections, not following recruitment procedures, Lack of Aboriginal community Development skilled staff, lack of staff support	Injury	Y	Recruitment process, PDS, Police checks, reference checks, probation, supervision, compulsory training schedule, regular quality supervision of staff, City reconciliation Action plan, mentoring groups, annual performance appraisal, Extensive Educator selection and registration process, including interviews, observations, legislation knowledge test, legislative 'Fit and Proper' documents provided, full assessment and safety audit of FDC residence prior to registration. Service Educator Agreement contracts in place developed by lawyer to include Service Policies and Procedures within the contract	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept	Bring in 360 degree performance reviews for all staff. Greater focus on matching training budget with areas that need development.			4	2	8	Moderate
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Asset Loss	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate
GC77	Operational	Community Development	Cockburn Community Care Manager	Failure to provide continuity or support services at agreed service standards (Cockburn Community Care)	Human error, inadequate policy and procedure, inadequate resources, poor communication	Injury	N	Continuous improvement Plan, KPI reporting, DAIP, RAP, Triennial Quality Reviews, Support Plans, SMS database, Annual Customer Satisfaction Survey, Liaison with Regional Assessment Service, Staff Supervision, Liaison with contract officers, Policy and Procedure, Induction Training	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
GC78	Operational	Community Development	Cockburn Community Care Manager	Inability to maintain effective working relationships with DSS, WA Dept. of Health & DSC (Cockburn Community Care)	Human error, inadequate resources, poor communication, lack of networking	Injury	N	Regular contact with HACC and My Way, contract officers, initiated contact with DSS contract officers, annual reports and acquittals, Successful Quality Reviews, Growth funding applications, attendance at networking functions and forums, subscription to DSS, DSC, AACQA, COTA, ACSWA and CommunityWest Newsletters, Annual reports to funding bodies	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
GC79	Operational	Community Development	Manager, Community Development	Inability to obtain and maintain external funding to meet expectations within the community and Community development and services delivery levels	Industry reform, demographic changes, legislative changes, financial pressure, competition, poor communication	Injury	N	Funding Bodies reporting, stakeholders engagement, grant and fee funded services strategic plan, Quality assurance and financial acquittal processes. Quality reviews, Customer Satisfaction Surveys, Business Plans, Service Unit Action Plans, Continuous Improvement Plan, Growth funding applications, Attendance at Industry Forums and funding body roadshows, industry specify Policy and Procedure, Complaints procedure. Diversification of funding sources to include My Way and private funding	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
GC80	Operational	Community	Child Care & Seniors Manager	Failure to provide culturally appropriate centre based and community based activities that meet	Human error, misunderstanding, very high support needs of client base, suspicion, history of alienation, inability to maintain	Injury	N	Aboriginal staff, liaison with Street Doctor and Medicare Local, Liaison with Aboriginal Choice and	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
GC80	Operational	Development	Child Care & Seniors Manager	Services that meet Aboriginal needs at Kwobarup Social Club (Cockburn Community Care)	Isolation, inability to maintain contact with client base, poor connection with client base, poor values	Disruption	N	With Aboriginal Centre and Community First, Dedicated building, video, brochure	Effective		#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate
GC81	Operational	Community Development	Child Care & Seniors Manager	Failure to provide specialised dementia support to meet needs of clients with Dementia (Cockburn Community Care)	Human error, lack of understanding, poor values, failure to adapt to unique needs	Injury	Y	Dementia Champion Program, Trained Coordinator, Curtin University partnership, Staff attendance at training and forums, Experienced staff, Staff Handbook, Induction training, Staff supervision, personal aids, home modifications (eg. key safes), Chemical safety protocols, Home safety checklists	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
GC82	Operational	Community Development	Child Care & Seniors Manager	Inability to provide specialised support to meet the needs of people with cognitive disabilities (Cockburn Community Care)	Human error, lack of understanding, poor values, failure to adapt to unique needs	Injury	Y	Experienced and training Manager and Coordinator, Staff attendance at training and forums, Experienced staff, Induction training, Staff supervision, personal aids, home modifications (eg. key safes), Chemical safety protocols, Home safety checklists.	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
GC83	Operational	Community Development	Manager, Community Development	Failure to provide appropriate transportation for Outings and Aged and Disabled people that meets the priority of need to access community facilities	poor maintenance of Bus ad poor planning of bookings, Lack of recruitment of volunteer drivers, needs of centre and members change, inadequate outings budget Rigid and inappropriate contract and pricing structure, expensive infrastructure, lack of resources	Injury	Y	Dedicated Seniors bus for senior center which receives regular scheduled maintenance and cleaning, Bus booking system in place. Access to back up bus from city's fleet and external hire. Outings run on a cost recovery basis to ensure ongoing viability. Pool of volunteers, pool of vehicles, booking protocol, St John Community Transport service. Capacity to use second HACC provider.	Basic	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
GC84	Operational	Community Development	Child Care & Seniors Manager	Failure to provide individualised support and assistance for clients (Cockburn Community Care)	Poor values, human error, poor communication	Injury	Y	Support Plans, Staff Supervision, Specialised Training, Policy and Procedures (eg. checklists), staff briefing prior to service delivery	Effective	Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Financial Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
GC85	Operational	Community Development	Family & Community	Inability to provide and deliver support services to the community, including Family	Staffing issues	Injury	N	Regular 6 monthly reporting to the funding body. Regular quality supervision of staff Procedures and policies in place to cover effective provision of services	Effective		#N/A		#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1					Staff	2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC85	Operational	Development	Development Manager	Including Family Support, Financial Counselling, Early Years parenting	Access to office locations for clients	Disruption	Y	Security of tenure for venues delivering these services	Effective	Minor	1	Occasional	3	Low	3	Staff	Accept				1	3	3	Low		
										Brand	Y	Disruptive	2	Possible	2	Low					4	Staff	2	2	4	Low
										Performance	Y	Minor	1	Rare	1	Low					1	Staff	1	1	1	Low
GC86	Operational	Community Development	Family & Community Development Manager	Failure to provide duty and standard of care to clients of family support, financial counselling, and early years parenting services	Loss or reduction in Grant Funding, thus reducing staff capacity. Not following policies and procedures Poor staff morale or staff resignation, as a result of changes to organisational structure, funding or positions	Injury	Y	Grant and Fee-funded services Strategic Plan in place to justify these services.	Effective	Minor	1	Rare	1	Low	1	Staff	Accept				1	1	1	Low		
						Financial Loss	Y	Effective relationships with State Govt, Local Govt, NFP organisations and other stakeholders to ensure inclusion in any discussion re funding		Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Asset Loss	N	Senior management advocates for ongoing funding for services so they can operate at appropriate standards		#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y	Regular high quality reports delivered to the Funding Body, and communication channels in place		Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Brand	Y	High quality of service delivery maintained through supervision and regular review and planning		Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
GC87	Operational	Community Development	Manager, Community Development	Inability to maintain effective relationships and engagement with the community (Family & Community Development)	Staff not having appropriate training and/or personal skills. Insufficient time allocated in workload to meet with community and develop networks This role is not valued within the work area, by supervisors or staff	Injury	N	Effective	N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A			
						Financial Loss	N		N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Asset Loss	N		N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	N		N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Brand	Y		Disruptive	2	Possible	2	Low	4	Staff					1	1	1	Low			
						Performance	Y		Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate			
GC88	Operational	Community Development	Family & Community Development Manager	Failure to effectively manage volunteers and deliver the services from the Volunteer Resource Centre (Family & Community Development)	Inability to recruit new volunteers Failure in Duty of Care to a volunteer. Failure to comply with policies and procedures Failure to meet Council Key Performance Indicator Requirements. Failure in Duty of Care to residents where volunteer is in place	Injury	Y	Effective	Minor	1	Possible	2	Low	2	Staff	Accept			TBA	1	1	1	Low			
						Financial Loss	Y		Minor	1	Possible	2	Low	2	Staff					2	1	2	Low			
						Asset Loss	N		Volunteer Induction process and Handbooks.	#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y		Appropriate recruitment of volunteers. Adequate training and support provided to volunteers and those managing / supervising them.	Disruptive	2	Possible	2	Low	4					Staff	2	1	2	Low		
						Brand	Y		Utilisation of Cockburn Volunteer Resource Centre to attract and match Volunteers with Human Services requirements, and ensure police and working with children clearances are obtained.	Minor	1	Possible	2	Low	2					Staff	1	1	1	Low		
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	1	2	Low		
GC89	Operational	Community Development	Manager, Community Development	Failure to position the City of Cockburn adequately for the outcomes based funding models. (Family & Community Development)	Changing Government policy. Networks representation. Lack of Resources. Lack of clarity	Injury	N	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Design and develop outcomes based measurement systems					0	#N/A			
						Financial Loss	Y		Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate			
						Asset Loss	N		Network representation. Training. Strategic Plan. Informal networks.	#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y		Manager Human Services attended training and is enrolled in additional training however Grant funding is required to implement this.	Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate		
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate		
						Performance	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate		
						Injury	Y	Annual inspection of kitchen by environmental health to ensure		Serious	3	Possible	2	Moderate	6	Manager					4	2	8	Moderate		

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RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

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	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC90	Operational	Community Development	Child Care & Seniors Manager	Failure to maintain food safety standards at the Seniors Centre (Seniors Center)	Environmental health of kitchen is not maintained. Contaminated food is served	Financial Loss	Y	standards are maintained. Responsibility for kitchen cleanliness is part of cooks position description. Daily procedure in place to ensure kitchen standards are maintained. Maintenance referral process in place to ensure any problems are responded to quickly. Reputable suppliers are used and quality of food supplied is regularly monitored. Safe food policy in place and procedures are followed. Skilled and experienced cook employed to ensure high quality standards are maintained.	Effective	Minor	1	Rare	1	Low	1	Staff	Accept					2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager						4	2	8	Moderate
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager						4	2	8	Moderate
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						3	2	6	Moderate
GC91	Operational	Community Development	Child Care & Seniors Manager	Failure to provide food service that meets customer expectations in regards to taste quality, presentation and nutrition and variety at the Senior Centre.	Attention to food taste and feedback from customers about taste preferences are not taken into consideration.	Injury	N	Skilled and experienced cook is employed to ensure high quality food standards are maintained. Monthly feedback survey on food quality and suggestion box to ensure customer feedback is monitored. Australian Dietary guidelines are followed in menu design and the meal preparation process.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff						4	2	8	Moderate
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager						4	2	8	Moderate
						Performance	Y				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A
GC92	Operational	Community Development	Child Care & Seniors Manager	Failure to provide a safe, suitable and fit for purpose venue for seniors (senior Center)	Building maintenance is inadequate. Cleaning standards are not maintained. Budget allocation for the renewal and replacement of furniture and fittings is not adequate.	Injury	Y	Strategic and reactive building maintenance procedures in place. Cleaning services are delivered through competitive tender. Communication book is used to respond to issues between cleaning contractor and centre staff. Focus on ensuring the venue meets the changing needs of the centre. Sufficient budget allocation to ensure furniture and equipment are maintained and replaced as required. All staff receive first aid training. Defibrillator and oxygen equipment in place and staff trained to use.	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept					4	2	8	Moderate
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low
						Asset Loss	Y			Critical	4	Rare	1	Low	4	Staff						4	1	4	Low
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager						2	3	6	Moderate
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager						2	3	6	Moderate
GC93	Operational	Community Development	Child Care & Seniors Manager	Failure to recruit, retain and value volunteers (Senior Center)	Volunteers not seen as critical to service. Poor matching of volunteers aspirations to the types roles on offer. Poor training of volunteers for their role. Inadequate appreciation and thanks given to volunteers for their work.	Injury	Y	All volunteers roles have a position description. Potential volunteers are interviewed to determine what they are interested in and how to best match their skills and interests with the roles available. Regular training is provided for volunteers for their roles. Volunteers receive a free meal if working more than a four hour shift. Annual volunteer dinner is held to say thank you to all volunteers. Informal and formal processes used to provide feedback between volunteers and staff.	Effective	Disruptive	2	Possible	2	Low	4	Staff	Accept		Feb. '14	Nil				0	#N/A
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A									0	#N/A
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager								0	#N/A
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						1	1	1	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						1	1	1	Low
GC94	Operational	Community Development	Child Care & Seniors Manager	Failure to provide a range of interesting and engaging programs and services which are of interest to seniors. (seniors Center)	Poor engagement with members around programs of interest. Lack of strategic planning with programs and courses. Staff with out appropriate experience and interest are engaged in key roles	Injury	Y	Monthly and annual customer satisfaction surveys in place. Suggestion box to provide ideas for programs and initiatives. Members may speak to staff at any time to provide feedback on programs. Well trained staff with experience and good understanding of seniors needs employed. Staff maintain good rapport with members	Basic	Disruptive	2	Possible	2	Low	4	Staff	Accept					4	1	4	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						3	1	3	Low
						Asset Loss	Y			Minor	1	Rare	1	Low	1	Staff						3	1	3	Low
						Disruption	Y			Critical	4	Rare	1	Low	4	Staff						4	1	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager						1	1	1	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager						3	1	3	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

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	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC95	Operational	Community Development	Child Care & Seniors Manager	Failure to provide safe and accurate cash handling at Seniors Centre Seniors Center)	Inadequate budget monitoring. Inadequate procedures in place for cash handling and petty cash. Inadequate training of staff who have cash handling responsibility. Inadequate supervision of staff who have cash handling responsibility. Staff not adhering to procedures.	Injury	N	Council procedures regarding financial management, purchasing, petty cash, cash handling etc. Training of staff at induction. PDF's list responsibility of Cash Handling. Provision of safe and monitored security systems at all locations that handle cash or have equipment and provision of CCTV monitoring at two locations. Asset and Equipment Register updated when new items over the value of \$100 are purchased or when items are disposed. Code of Conduct lists theft as immediate dismissal and staff handbook. HR policy lists Legislation stealing as a servant as Summary Dismissal.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate	
						Brand	Y			Minor	1	Possible	2	Low	2	Staff						1	2	2	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
GC96	Operational	Community Development	Child Care & Seniors Manager	Failure of Youth Programs and Services to meet community needs (Seniors Center)	Failure to assess the community need for youth programs and services. Failure to generate interest in youth programs and services, Programs are boring, repetitive, uninspired. Programs fail to embrace diversity (culture, gender, sexual orientation and different ability groups). Staff recruited into position lack the required skills, knowledge and or attributes required for the role.	Injury	N	Regular consultation occurs with young people attending the centre and services. Every five years extensive community wide consultation occurs which informs the Youth Services Strategic Plan and future direction for the City's Youth Services. Programs which address existing gaps in service are prioritised. Monthly reporting is in place to monitor attendance and participant diversity. Staff recruitment tests skills, qualities and attributes of applicants for new positions. Staff engage in regular supervision, performance appraisals and receive ongoing performance feedback. Training is encouraged for staff in relation to diverse client groups.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Youth Services is marketed and programs designed to welcome new groups of young people living in the City of Cockburn. Consider using different methods of testing during recruitment including psychometric testing for permanent positions. All staff to complete internal Aboriginal cultural competency training, Disability Access and Inclusion training and provide a welcoming environment for sexually diverse young people.	Ongoing				0	#N/A		
						Financial Loss	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					3	2	6	Moderate		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	2	6	Moderate		
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	1	3	Low		
GC97	Operational	Community Development	Manager, Community Development	Failure to provide sustainable Youth services programs (Youth Center)	Inability to maintain external funding. Inability to demonstrate outcomes as a result of poorly designed or no review and evaluation mechanisms. Measurement tools are inadequate. Lack of investment in researching relevant tools to measure outcome and then implementing these processes. Inability to comply with contract specifications. Contract doesn't match with client need. Staff don't comply with policy and procedure. Staff not suitably skilled in report writing, stat collection, outcome measurement, engaging clients, networking or case management.	Injury	N	Weekly updates and case notes kept of all interaction with case managed clients. Statistics collected on each service and program include number, age, gender . Progress Reports, Services Reviews completed for grant funded services. Staff have access to contract detail. Relevant and up to date Policy and Procedure to ensure staff comply with contracts. Position Descriptions of staff reflect contract requirements. Regular communication occurs between funding providers and Youth Services.	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	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 is sort. Staff to be required to attend training to develop written skills. Formal consequences result from staff non compliance with policy and procedure.	Ongoing				0	#N/A		
						Financial Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	3	6	Moderate		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	3	9	Moderate		
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	2	6	Moderate		
GC98	Operational	Community Development	Manager, Community Development	Failure to produce Youth information that aligns with relevant industry practice and expectations (Youth Center)	Staff are not given the time or encouraged to participate in relevant industry networks, undertake research or benchmarking exercises. Continuous Learning and improvement is not part of the service units culture. Staff lack the attributes or motivation to follow through on.	Injury	Y	Staff engage and contribute to relevant networks in relation to Youth Service provision. Staff meet with similar youth organisations to learn / develop different approaches to common concerns. Regular on line research is conducted to inform staff what is on trend. Staff meetings encourage staff to share information from attending network meetings(including CMFIYF, SWMPF) or training attended. Membership to WACOSS and YACWA is in place, regular updates received from the Commissioner for Children and Young People etc...	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept	Risk Management plans are established for activities and events considered higher than normal risk ie 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.	Jun. '16	Ongoing			2	2	4	Low
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Asset Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low		
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low		
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low		
					Lack of planning. Workers rostered to work lack the required		Injury	Y		Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
							Financial Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review						
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk							
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
GC99	Operational	Community Development	Youth Services Manager	Failure to identify and address foreseeable hazards for participants engaging with Youth services, programs and events (Youth Center)	knowledge, skills and attributes. Risk Management Plans are not in place, easily located. Staff rostered to work are not briefed on responsibilities as a group prior to the program, event or activity. Safety equipment and resources is not made available.	Asset Loss	N	programs and events. Where foreseeable hazards are known risk management plans are established to ensure the risk is reduced to a manageable level. Risk management Plans are available prior to the program / event to all involved parties.	Effective		#N/A		#N/A	#N/A	#N/A	Accept	Foreseeable hazards to be noted on Project and Event planning template					0	#N/A			
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low		
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low		
GC100	Operational	Community Development	Child Care & Seniors Manager	Failure to provide quality outcomes for children (Child care services)		Injury		Educators successfully encouraged to gain early education and care qualifications above those of Cert III (ie Dip ECEC)	Effective	Minor	1	Rare	1	Low	1	Staff	Accept						0	#N/A		
						Financial Loss				Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate		
						Asset Loss					#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption				Minor	1	Rare	1	Low	1	Staff					1	1	1	Low		
						Brand				Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Performance				Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
GC101	Operational	Community Development	Child Care & Seniors Manager	Inability to maintain financial sustainability (Child care services)	Decreasing numbers of children in care Decreasing numbers of Registered Educators	Injury		1. Maintain promotion/advertising 2. Support Educators to promote/advertise their childcare business. 3. Specialist software programs and specialist staff managing finances	Effective		#N/A		#N/A	#N/A	#N/A	Accept						0	#N/A			
						Financial Loss				Catastrophic	5	Possible	2	Substantial	10					Director	5	2	10	Substantial		
						Asset Loss					#N/A		#N/A	#N/A	#N/A					#N/A			0	#N/A		
						Disruption				Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low		
						Brand				Catastrophic	5	Possible	2	Substantial	10					Director	5	2	10	Substantial		
						Performance				Catastrophic	5	Possible	2	Substantial	10					Director	5	2	10	Substantial		
GC102	Operational	Community Development	Child Care Services Manager	Failure to provide safe and accurate cash handling at the Child Care Services Offices (Child care services)	Inadequate budget monitoring Inadequate training of staff in cash handling, staff failing to follow procedures	Injury		Council procedures regarding financial management, purchasing, petty cash, cash handling etc. Training of staff at induction. PD's list responsibility of Cash Handling. Security system including use of floor safe utilised appropriately Asset and Equipment Register updated when new items over the value of \$100 are purchased or when items are disposed. Code of Conduct lists theft as immediate dismissal and staff handbook. HR Policy lists legislation stealing as a servant as Summary Dismissal	Effective		#N/A		#N/A	#N/A	#N/A	Accept						0	#N/A			
						Financial Loss				Disruptive	2	Rare	1	Low	2					Staff	1	2	2	Low		
						Asset Loss					#N/A		#N/A	#N/A	#N/A					#N/A			0	#N/A		
						Disruption				Minor	1	Rare	1	Low	1					Staff	1	1	1	Low		
						Brand				Serious	3	Rare	1	Low	3					Staff	3	1	3	Low		
						Performance				Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low		
GC103	Operational	Community Development	Child Care Services Manager	Failure to identify and address foreseeable hazards within the Child Care Services venue/indoors and outdoors (Child care services)	Inadequate inspection of the indoor and outdoor children's areas before children arrive Inadequate OS & H inspections to identify hazards	Injury		The indoor and outdoor children's areas are inspected before the Educators and children arrive for Play Sessions Bi-monthly OS & H inspections are carried out in a thorough manner by different staff members on each occasion Child Care Service staff and FDC and IHC Educators maintain an awareness of safety of the environment to protect		Serious	3	Rare	1	Low	3	Staff	Accept						3	1	3	Low
						Financial Loss				Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Asset Loss				Serious	3	Rare	1	Low	3	Staff							3	1	3	Low
						Disruption				Disruptive	2	Rare	1	Low	2	Staff							3	1	3	Low
						Brand				Serious	3	Rare	1	Low	3	Staff							3	1	3	Low

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
						Performance		children in care.		Serious	3	Rare	1	Low	3	Staff					3	1	3	Low	
GC104	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to effectively communicate, model and monitor governance framework for all staff.	Lack of monitoring, review and updating of city corporate documents	Injury	N	Governance Charter, Governance tools on Website and Staff Portal, code of Conduct, Registers, Policies	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Governance training modules to be provided through LMS in 2016					0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
GC105	Operational	Governance & Risk	Governance & Risk Co-ordinator	Fail to obtain, accurately collect, process and make full use of the City's risk management information and processes.	Inaccurate capture of risk information. Inability to make full use of risk management as a business tool due to the limitations of Excel. Risk assessments become cumbersome and time consuming. Staff perceive risk management as a hurdle. Limited use of risk information without integration with email or mobile phone systems. Inability to use risk information for internal review and audit purposes in an efficient manner. Non-automation of Excel spreadsheets leads to inability to respond to risk information in a timely manner. Increased workload on staff. Non existence of a single source of risk information. Inefficient use of risk management information. Reliance on consultants for risk management activities. In-transparent risk reporting. Inability to track evolution of risk incidents and issues. Inability to effectively manage and control risk events.	Injury	N	Excel spreadsheets. Constant engagement with Managers. Established Risk framework, Risk review Group, Finance and Audit Committee reporting	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Provision of funding for the Risk Management software. 2014/15.Rollout of new software in the coming 2016. Executives, managers and staff training on the new system 2015-2016. A Risk Management Training Program should be developed and implemented in 2016	2016				0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	2	4	Low	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
GC106	Operational	Governance & Risk	Governance & Risk Co-ordinator	Inability to coordinate a City planned and rehearsed response to significant or major service disruption.	Lack of Awareness, Unclear Escalation Protocols, Panic, Unclear roles and responsibilities	Injury	N	Annual Business Continuity Review, Annual Testing, Annual Business Impact Analysis	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1	1	1	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
GC107	Operational	Governance & Risk	Governance & Risk Co-ordinator	Inability to identify, assess and report on key project risk exposures in alignment with City's risk tolerance.	Reliance on use of centralised Excel spreadsheets. Version control issues. Limitations of Excel spreadsheets for reporting purposes. Non-integration of Excel with other City systems (ECM and Outlook). Limited ability to send through actions follow-ups. Labour intensiveness of Excel. Inability to escalate risk issues. Use of Excel is perceived as cumbersome and time consuming. Reliance on Excel trained individuals.	Injury	N	Excel spreadsheets. Constant engagement with Managers Established reporting and control framework	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Risk management software and JIRA Project management Software	2016				0	#N/A	
						Financial Loss	Y			Critical	4	Occasional	3	Substantial	12	Director					3	3	9	Moderate	
						Asset Loss	Y				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	3	6	Moderate	
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	

RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC108	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to maintain executive and senior management buy in with City's risk management program.	Lack of risk management process within the strategic planning process, Staff changes. Competing priorities. Resource restraints. Funding restraints. Lack of awareness.	Injury	N	Risk Management Strategy, Risk Review Group, Risk management policy & Guidelines. Executive buy-in. Dedicated resource. Finance & Audit Committee Reporting, Annual Review of Risk Management System	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Measurement of Risk management should be objective and included in employee performance requirements. This allows for Risk management to be integrated into the day to day operational requirements of Council				1	1	1	Low	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Minor	1	Possible	2	Low	2						Staff	1	2	2	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4						Staff	2	2	4	Low
						GC109	Operational			Governance & Risk	Governance & Risk Co-ordinator	Failure to provide robust governance systems which support both internal and external accountability	Failure to provide clarity of roles and responsibilities within Council, lack of Consultation, poor decision making processes, lack of Independent review, WALGA Support	Injury	N						Policy Review, Local Law reviews, Delegations Review, Delegations Register, Delegations and Authorised Officers Manual, Authorisation Schedule, Delegations Exercise Database, DAPPS committee, Compliance Audit return, Primary and annual Financial returns	Effective		#N/A	
Financial Loss	N		#N/A		#N/A			#N/A	#N/A							0	#N/A								
Asset Loss	N		#N/A		#N/A			#N/A	#N/A							0	#N/A								
Disruption	N		#N/A		#N/A			#N/A	#N/A							0	#N/A								
Brand	Y	Serious	3	Rare	1			Low	3					Staff	2	1	2	Low							
Performance	Y	Disruptive	2	Possible	2			Low	4					Staff	1	1	1	Low							
GC110	Operational	Governance & Risk	Governance & Risk Co-ordinator	Fail to align risk management and audit functions within the City.	Lack of an integrated approach to Internal Audit Planning and lack of consideration of risk register information in the process			Injury	N					Risk Review Group	Basic		#N/A		#N/A	#N/A			#N/A	Accept	Risk Review Group to champion the Internal Auditing Planning
						Financial Loss	N		#N/A		#N/A	#N/A	#N/A					0	#N/A						
						Asset Loss	Y		#N/A		#N/A	#N/A	#N/A					0	#N/A						
						Disruption	N		#N/A		#N/A	#N/A	#N/A					0	#N/A						
						Brand	Y	Serious	3	Possible	2	Moderate	6			Manager	2	2	4	Low					
						Performance	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					
						GC111	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure of Council meeting procedures to support efficient and effective Council decision-making.	Change of legislation, Elected Members Misconduct, Outdated Processes and poor uptake	Injury	N			Standing Orders	Effective		#N/A		#N/A	#N/A	#N/A		
Financial Loss	N		#N/A		#N/A							#N/A	#N/A					0	#N/A						
Asset Loss	N		#N/A		#N/A							#N/A	#N/A					0	#N/A						
Disruption	N		#N/A		#N/A							#N/A	#N/A					0	#N/A						
Brand	Y	Serious	3	Rare	1							Low	3	Staff	2			1	2	Low					
Performance	Y	Serious	3	Rare	1							Low	3	Staff	2			1	2	Low					
GC112	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to provide up to date, relevant and accurate governance support and advice to senior staff and Council in accordance with the Local Government Act 1995 Legislation and regulations	Change of Legislation, Resources and Time constraints, Increasing work load consisting of mixture of high level and lower level tasks							Injury	N	Legislation monitoring through State Law Publisher Updates, WALGA support subscription, Bills Explanatory memorandums, Governance forum through LGMA, Local Government peer support, Legal support outsourced, Compliance Calendar	Basic				#N/A		#N/A	#N/A	#N/A	Change Likelihood	Budget for Administration support to assist with Governance and Risk administration
						Financial Loss	Y	Disruptive	2	Possible	2	Low	4			Staff			0	#N/A					
						Asset Loss	Y	Minor	1	Possible	2	Low	2			Staff			0	#N/A					
						Disruption	Y	Serious	3	Possible	2	Moderate	6			Manager	2	2	4	Low					
						Brand	Y	Serious	3	Possible	2	Moderate	6			Manager	2	2	4	Low					
						Performance	Y	Disruptive	2	Possible	2	Low	4			Staff	2	2	4	Low					

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RISK REGISTER - GOVERNANCE AND COMMUNITY SERVICES

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
GC113	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to record and promote awareness and education about conflicts of interest and gift disclosures to Staff and Elected Members	Human error, Deliberate Misconduct, fraudulent behaviour, lack of awareness	Injury	N	Electronic Gift Disclosure form, Gist's register, Conflict of Interest register, Induction Training, code of conduct	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Development of an electronic Conflict of Interest assessment and approval process, Gifts and Conflict of interest refresher training though LMS	2016				0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	1	3	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
GC114	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to process and provide public access to decision making and information in accordance with the Freedom of Information Act 1992	Human error, applications not registered properly, Business units not providing documentation in time, exceeding time limits. Business units not disclosing all available information.	Injury	N	Specialised Registering and recording process between records, customer service and governance, Freedom of Information Sheet, Freedom of Information Manual Procedure, ADOBE redact software	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Performance	Y			N/A	#N/A	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A	
GC115	Operational	Governance & Risk	Governance & Risk Co-ordinator	Inability to manage complaints against City employees, and conduct investigations on behalf of the CEO	staff Lack of awareness, Conflict of Interest, Confidentiality issues	Injury	N	Information Statement, Public Interest Disclosure designated officer, Public Interest manual, Investigations	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Public Interest Disclosure training for senior management staff in 2016					0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	2	4	Low	
GC116	Operational	Governance & Risk	Governance & Risk Co-ordinator	Failure to inspect and accurately report on legal matters representation	Human error, fraudulent behaviour, lack of adherence to process, lack of accurate and up to date information, lack of information, failure of legal firms to provide information	Injury	N	Legal opinion request form, legal register, reports from Mcleods, accounting records	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Develop robust process for recording commencement of legal representation and link the process to the payment of accounts and increase accountability					0	#N/A	
						Financial Loss	Y			Serious	3	Likely	4	Substantial	12	Director					3	3	9	Moderate	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A	Rare	1	#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
FCS1	Operational	Human Resources	Manager, Human Resources	Failure to attract , retain and engage the right staff.	Lack of competitive Employment Values Proposition (EVP) (wages, workload, conditions).	Injury	N	Workforce plan, Benchmarking Reporting and monitoring eg. HR quarterly report, Induction.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff							2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff								2	0	#N/A
FCS2	Operational	Human Resources	Manager, Human Resources	Failure to comply with Legislation eg. Fair work, EO Act.	Lack of Knowledge. Poor culture and behaviour. Inability to maintain currency. Deliberate non-compliance.	Injury	Y	Supporting Policy and Procedures. Training. Induction. Qualified staff. Monitoring and reporting. HR Advisory Service. Analysis trends - workers comp. External advisors.	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept						2	1	2	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager							3	2	6	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff							3	2	6	Moderate
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff							3	1	3	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff							2	2	4	Low
FCS3	Operational	Human Resources	Manager, Human Resources	Failure to ensure staff compliance with HR policies and frameworks	Lack of Knowledge. Poor culture and behaviour. Inability to maintain currency. Deliberate non-compliance. Human Failure.	Injury	N	Supporting Policy and Procedures. Training. Induction. Qualified staff. Monitoring and reporting. HR Advisory Service. Communication e.g. outstanding leave balances. Outstanding performance review reports. External audits. A report of outstanding performance reviews will is now provided to the Director of Finance & Corporate Services each month.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept			Nil.			2	1	2	Low
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff							2	1	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff							1	1	1	Low
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff							2	2	4	Low
FCS4	Operational	Human Resources	Manager, Human Resources	failure to process payroll accurately and in a timely manner	Lack of Knowledge. Poor culture and behaviour. Inability to maintain currency. Deliberate non-compliance. Human Failure. Incorrect data entry. Poor management practices eg. timekeeping, overtime, leave requests etc. Fraud.	Injury	N	Supporting Policy and Procedures. Trained staff. Delegations of Authority. Monitoring and reporting. Internal / External audits.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager							3	2	6	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff							2	1	2	Low
						Brand	Y			Minor	1	Rare	1	Low	1	Staff							2	2	4	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff							2	2	4	Low
FCS5	Operational	Human Resources	Learning & Development Co-ordinator	The risk of staff not having adequate skills and knowledge to perform their function effectively eg. supervision, enforcement, communication, customer service.	Poor management oversight Failure to attract skilled people, Inadequate training Lack of understanding of requirements Silo mentality Poor culture Budget constraints Inability to prioritise Staff safety during standard operational hours and out of standard operational hours (i.e. safety at night) Staff not adhering to standard operational procedures (e.g. manual handling procedures)	Injury	Y	Skills audits Reporting and monitoring e.g. expiry dates on qualifications. Outstanding training requirements Communication and relationship Accountability at management level	Effective	Serious	3	Possible	2	Moderate	6	Manager	Change Likelihood	Introduction of Training Needs Analysis Implementation of L & D Strategy				3	1	3	Low	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	1	2	Low	
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	1	2	Low	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	1	2	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low	
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager						3	1	3	Low	
						Injury	Y	Written Policy and procedures including 150 JSA.	Catastrophic	5	Rare	1	Moderate	5	Manager						5	1	5	Moderate		

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
FCS6	Operational	Human Resources	Safety & Injury Management Coordinator	The risk of non-compliance with Legislative compliance and internal procedures and or practices e.g. Job Safety Analysis and the Safety Management Plan (including risk of manual handling injury).	Poor management oversight . Inadequate training. Lack of understanding of requirements. Culture. Inability to prioritise. Not understanding their obligations and duty of care. Low accountability (repeat offences). Poor Disciplinary follow up action.	Financial Loss	Y	Health and Safety Committee. Network of Health and Safety Reps. Formalised Training. Extensive reporting - LTIFR. KPIs in Business Plan. External audits. Qualified staff. Pre employment screening. Induction. Tool Box / Team / Senior Manager meetings. On agendas. Respond to support work areas and Take 5 program.	Effective	Critical	4	Possible	2	Moderate	8	Manager	Likelihood/Consequence	Identify any new or additional controls Gemba Walks Appointment of additional OSH Advisor			Nil Nil \$80K	2	1	2	Low
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						1	1	1	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
FCS7	Operational	Human Resources	Manager, Human Resources	failure to promote positive behaviours and attitude to safety culture	Poor management oversight. Attitude. Lack of understanding of requirements. Culture. Not understanding their obligations / Duty of care. Poor Disciplinary follow up action. Not understanding Council values e.g. Safety. Deliberate non compliance	Injury	Y	Legislative requirements. Policy and procedures. Skills gap analysis. Training program. Reporting and monitoring accidents and injuries. Safety committee. Increased training budget. Internal resources. Tool Box / team / senior manager meetings. On agendas. Respond to support work areas and Take 5 program.	Effective	Catastrophic	5	Rare	1	Moderate	5	Manager	Change Likelihood	Reinforce accountability for both processes'. eg. performance management system. Lead Indicators Gemba walks			5	1	5	Moderate	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
						Asset Loss	Y			Serious	3	Rare	1	Low	3	Staff					2	1	2	Low	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	2	4	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	2	4	Low	
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	2	4	Low	
FCS8	Operational	Human Resources	Manager, Human Resources	Failure to maintain accurate and up-to-date HR records	Human error Lack of knowledge Lack of trained HR personnel Out of date or non existent procedures	Injury	N	Procedures and check lists in place Intranet - electronic documents Document register On job training	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
FCS9	Operational	Human Resources	Manager, Human Resources	failure to manage and process leave entitlements accurately	Opportunity becomes available. Procedure not followed. Error or omission. Staff claiming to be at work when they are not. Staff not being at the right place at the right time.	Injury	N	Payroll summaries are verified by respective Managers - they can identify if leave has not been recorded by staff. Management reviews and approves timesheets. Falsification of timesheets results in termination. HR online tool for leave management.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Education of staff that falsification of timesheet results in termination					0	#N/A	
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Performance	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
FCS10	Operational	Human Resources	Manager, Human Resources	Failure of HR to be advised of people related organisational changes	Leaders not being aware of communication requirements	Injury	N	Procedures and checklists in place Intranet - electronic documents	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Education of staff that falsification of timesheet results in termination					0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	2	Low	
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
FCS11	Operational	Human Resources	Manager, Human Resources	Failure to comply with	Human error Lack of knowledge	Injury	N	Procedures and checklists in place Intranet - electronic documents	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
FCS11	Operational	Human Resources	Manager, Human Resources	payroll legislation	Out of date or non-existent procedures Lack of advice of changes	Disruption	Y	On professional organisation/advisory organisation mailing lists	Effective	Minor	1	Rare	1	Low	1	Staff	Accept				2	2	4	Low
						Brand	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Performance	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
FCS12	Operational	Human Resources	Manager, Human Resources	Failure to process payroll in a timely and efficient manner	Human error Lack of knowledge Lack of trained HR personnel Out of date or non-existent procedures	Injury	N	Procedures and checklists in place Training for backup Payroll manual in place Leave plan in place	Ineffective	#N/A		#N/A	#N/A	#N/A	#N/A		Accept	Education of staff that falsification of timesheets results in termination. Internal Audit Program for 2014 will focus on a timesheet review. Training required for Code of Conduct and Conflict of Interest procedures.		Dec. '15			0	#N/A
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
						Brand	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
						Performance	Y			Serious	3	Rare	1	Low	3	Staff				1	2	2	Low	
FCS13	Operational	Human Resources	Manager, Human Resources	Failure of L & D to be informed of organisational learning and development needs	Ineffective communication lack of awareness of requirements Leaders not being aware of changes in training requirements for a role or roles	Injury	Y	Engineering skills matrix Ongoing awareness raising by L & D Coordinator	Effective	Critical	4	Rare	1	Low	4	Staff	Likelihood/Consequence	L & D Strategy TNA Implemented		TBA	4	1	4	Low
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff				2	1	2	Low	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff				2	2	4	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff				2	2	4	Low	
						Performance	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
FCS14	Operational	Human Resources	Manager, Human Resources	Failure to identify and manage foreseeable hazards for staff and contractors	Ineffective communication lack of awareness of requirements Lack of reporting Failure to follow procedures and processes poor safety culture and behaviours Lack of training Lack of induction	Injury	Y	Safety Manual in place Tool box meetings Pre start checks JSA's (only in Engineering) Safety inductions Safety Committee Meetings Safety Reps and training Safety training - Hazard Id etc	Effective	Critical	4	Possible	2	Moderate	8	Manager	Likelihood/Consequence	L & D Strategy TNA Implemented		TBA	3	1	3	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager				2	2	4	Low	
						Asset Loss	N			Disruptive	2	Rare	1	Low	2	Staff				1	1	1	Low	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low	
						Brand	Y			Serious	3	Rare	1	Low	3	Staff				2	2	4	Low	
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff				2	2	4	Low	
FCS15	Operational	Human Resources	Manager, Human Resources	Failure to maintain staff confidentiality in relation to HR matters	Ineffective communication Lack of awareness of requirements Office layout Failure to follow procedures and processes Lack of training	Injury	N	Confidentiality clause in all contracts HR procedures and processes Corporate induction Confidentiality Agreements	Effective	#N/A		#N/A	#N/A	#N/A	#N/A		Accept		TBA			0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff				1	1	1	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Brand	Y			Minor	1	Rare	1	Low	1	Staff				1	1	1	Low	
						Performance	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
FCS16	Operational	Human Resources	Manager, Human Resources	Failure of HR to provide timely and accurate advice and response to requests	Ineffective communication Lack of personal accountability Lack of awareness of requirements and knowledge Failure to follow procedures and processes Lack of training Staff availability / numbers Human error	Injury	N	HR staff have required level of experience and knowledge Training plan for new HR staff HR email address Performance appraisals Customer feedback surveys	Effective	#N/A		#N/A	#N/A	#N/A	#N/A		Accept		TBA			0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff				1	1	1	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Brand	Y			Minor	1	Rare	1	Low	1	Staff				1	1	1	Low	
						Performance	N			#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks						Evaluate Risks								Risk Treatment (Table 4)				Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk											
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)						
FCS17	Operational	Information Services	Manager, Information Services	Failure to comply with the State Records Act 2000.	Unauthorised destruction of records Human Error Not following record keeping practices Failure to store the City's archives in accordance with the Act. Inappropriate storage conditions (dust, insects, temperature, humidity) Inadequate security Staff not following or aware of procedures	Injury	N	Documented procedures Authorised Officers appointed Training Electronic records stored within an EDRMS that has security in place to prevent unauthorised destruction Hard copy records stored at a commercial records storage facility that can only be accessed by authorised officers Regular disposal program Majority of archives are now stored with Grace Records Management an ISO and SRA compliant facility Documented procedures Standard templates for archiving schedules Staff training and education	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Relocate the remaining archives from the Depot storage room (building records) and Depot sea container (scanned property files) to Grace Records Management	Jun. '16				0	#N/A					
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low					
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate					
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low					
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low					
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff							0	#N/A					
FCS18	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing Electronic Document and Records Management System	Failure to store corporate records in ECM. Staff avoiding the system Lack of understanding of the importance of good record keeping Lack of support and enforcement by Managers Limited staff knowledge of ECM Lack of staff resources Records staff exposed to hazardous substance sent in the mail City's IT systems unavailable Delay to courier delivering the mail Lack of trained Records staff Failure to process and distribute incoming mail in a timely manner	Injury	N	Compulsory Records Awareness Training for new staff Compulsory ECM training for new staff Refresher ECM training held regularly Records Management Position Statement Documented work instructions (Quick Guides) ECM Support Group (key users) Staff communications Documented Records Services Standard Operating Procedures Registration Cheat Sheet for Records Staff Pool cars available to collect mail from Australia Post delivery centre if required Hazardous mail spill kit located in mail opening area Staff roster in place to ensure Records staff are multi-skilled by being exposed to a variety of tasks Training	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Review the ECM training program Develop Employee Record Keeping Guidelines Develop Elected Member Record Keeping Guidelines Investigate the possibility of introducing record keeping audits	Jun. '16					#N/A					
						Financial Loss	Y			Minor	1	Likely	4	Low	4	Staff					2	2	4	Low					
						Asset Loss	Y			Disruptive	2	Likely	4	Moderate	8	Manager					2	4	8	Moderate					
						Disruption	Y			Disruptive	2	Likely	4	Moderate	8	Manager					2	4	8	Moderate					
						Brand	Y			Minor	1	Occasional	3	Low	3	Staff					1	3	3	Low					
						Performance	Y			Disruptive	2	Likely	4	Moderate	8	Manager					2	4	8	Moderate					
FCS19	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing mobile, desktop, server and storage infrastructure.	Equipment failure Power failure Capacity limitations Virus attack Misconfiguration Poor architecture Misbehaviour Knowledge and skills shortage Database failure	Injury	N	Redundant servers Redundant storage UPS/Power Generator Vendor maintenance and support Contractor support Performance monitoring File system security ICT Policies Account security Password security Anti Virus Firewall Training Change Management Disaster recovery site Disaster recover plan Remote desktop environment Backup and recovery systems and procedures	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Power generator at Depot. Improved Firewall controls. Server and storage upgrade. Mobile Device Management and Application Delivery project	Nov. '15 Nov. '15 May '16 Jan. '16					#N/A					
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate					
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Disruption	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					2	3	6	Moderate					
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	3	9	Moderate					
FCS20	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing network and telecommunications infrastructure	Equipment failure Power failure Cable failure Network attack Service provider failure Misconfiguration Poor architecture Misbehaviour Knowledge and kills shortage	Injury	N	UPS/Power Generator Vendor maintenance and support Contractor support Redundant internet links Redundant telecommunications links Network security procedures Facility security Change Management Disaster recovery site Disaster recovery plan	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Redundant Wide Area Network network links Wi-Fi Network improvement project SIP Implementation	Mar. '16 Jan. '16 Nov. '15				0	#N/A					
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate					
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A						
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	3	9	Moderate					
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low					
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	3	9	Moderate					
FCS21	Operational	Information Services	Manager, Information Services	Failure to provide effective information services support	Staff absenteeism Helpdesk software failure Skills and knowledge shortage Poor communication Lack of a Service Management Catalogue.	Injury	N	Contractor engagement Training Regular meetings, support reviews Request procedures and tracking	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Service Management Catalogue. Contract Development Schedule	May '16 Dec. '15				0	#N/A					
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A						
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A						
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Brand	N				#N/A		#N/A	#N/A	#N/A							0	#N/A						

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk							
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low		
FCS22	Operational	Information Services	Manager, Information Services	Failure to manage hardware and software assets (physical equipment and applications)	Lack of asset register Poor communication Lack of governance	Injury	Y	Infrastructure and application strategy Equipment storage rules Business requirement process for IT purchases	Basic	Minor	1	Rare	1	Low	1	Staff	IT Asset Management System	Jun. '16		1	1	1	Low		
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low		
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low		
						Disruption	N			#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Brand	N			#N/A		#N/A	#N/A	#N/A							0	#N/A			
						Performance	N			#N/A		#N/A	#N/A	#N/A							0	#N/A			
FCS23	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing Enterprise System environment.	Applications that do not meet the needs of the organisation. Resistance to change Poor architecture Obsolete architecture Integration failure Lack of integration Lack of documentation Misconfiguration Inadequate access control procedures Lack of security measures Knowledge and skills shortage Poor mobile coverage Inefficient business process. Poorly performing physical infrastructure Database failure	Injury	N	Standard procedure for development of Business Systems applications. Documented procedures for Access Control Vendor maintenance and support Contractor support Password policy Performance monitoring Training Change Management Disaster recovery site Disaster recover plan Remote desktop environment Backup and recovery systems and procedures	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Technology One Ci2 Upgrade Application Monitoring System Document enterprise architecture	Jun. '17 Jun. '16 Jun. '16			0	#N/A			
						Financial Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Asset Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Disruption	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
						Brand	Y			Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low	
						Performance	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
FCS24	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing business application environment.	Misconfiguration Inadequate access control procedures Lack of security measures Knowledge and skills shortage Poor mobile coverage Inefficient business process. Poorly performing physical infrastructure Database failure	Injury	N	Documented procedures for Access Control Vendor maintenance and support Contractor support Password policy Performance monitoring Training Change Management Disaster recovery site Disaster recover plan Remote desktop environment Backup and recovery systems and procedures	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Jira Project Management implementation Application Monitoring System Document enterprise architecture	Nov. '15 Jun. '16 Jun. '16			0	#N/A			
						Financial Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Asset Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Disruption	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low	
						Performance	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
FCS25	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing Database environment	Poor architecture Poor administration Misconfiguration Knowledge and kills shortage	Injury	N	Performance monitoring Training Change management Disaster recovery site Disaster recover plan Backup and recovery systems and procedures	Basic	#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Application Monitoring System Upgrade Position Description for database system analyst	Jun. '16 Nov. '15			0	#N/A			
						Financial Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Asset Loss	Y			Serious	3	Rare	1	Low	3					Staff	3	1	3	Low	
						Disruption	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
						Brand	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low	
						Performance	Y			Serious	3	Possible	2	Moderate	6					Manager	3	2	6	Moderate	
FCS26	Operational	Information Services	Manager, Information Services	Failure to provide a secure, highly available, resilient and well performing Geographic Information Systems environment.	GIS server and application failure Database failure Data corruption Integration failure Poor architecture Poor administration Misconfiguration Knowledge and kills shortage	Injury	N	Performance monitoring Vendor maintenance and support Training Change management Disaster recovery site Disaster recover plan Backup and recovery systems and procedures	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Jira Project Management implementation Application Monitoring System Document GIS architecture				0	#N/A			
						Financial Loss	N			#N/A		#N/A	#N/A	#N/A	0					#N/A					
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2				Staff	2	1	2	Low		
						Disruption	Y			Disruptive	2	Possible	2	Low	4				Staff	2	2	4	Low		
						Brand	N			#N/A		#N/A	#N/A	#N/A							0	#N/A			

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low		
FCS27	Operational	Information Services	Manager, Information Services	Loss of a critical Information Services personnel, skills and knowledge	Better job offer Lack of training Lack of empowerment Lack of job satisfaction	Injury	N	Mentoring Variety of Projects High Achiever Award Nominations	Basic		#N/A		#N/A	#N/A	#N/A	Likelihood/Consequence	Team Building events	Jun. '16				0	#N/A		
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
						Brand	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
FCS28	Operational	Information Services	Manager, Information Services	Failure to deliver Information Services projects to meet the objectives of the organisation.	Lack of project governance. Lack of project methodology. Lack of appropriate skills and knowledge. Poor communication	Injury	N	Business requirements and review process. Procurement process.	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Jira Project Management implementation Information Services Governance Strategy	Nov. '15 Jun. '15				0	#N/A		
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
						Brand	Y				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low	
FCS29	Operational	Financial Services	Manager, Financial Services	Failure to develop and maintain effective and compliant sourcing (i.e. tender) documentation and processes.	Increasing volume of tenders / sourcing activities. Process requires end user participation / timing. Lack of training/awareness. Lack of market knowledge. Limited supplier knowledge and availability for the City requirements. Procedures / guidelines for tendering, contracts and purchasing requires updating. Disclosing baseline prices and confidential information during a bidding process. Early engaging of contractors / suppliers without going through the sourcing process. Heightened risk for urgent works such as reactive maintenance and services. Potential collusion between suppliers to price fix when tendering or providing works, materials or services to the City. Perceived favouritism in the selection process. System functionality / knowledge / reporting in Tech 1, CMS, Tenderlink, eQuotes.	Injury	N	Procurement, Evaluation and Sustainability Policy. Procedures / guidelines and Purchasing information on the portal. Full suite of documents for sourcing i.e. Tendering procedures (2015) - for procurement services staff only. Procurement advice provided via 2 locations, Admin & OPS centre. Procurement Induction provided to all required staff and new employees. ACCC clause in all tenders, RFQs, RFPs and EOLs as well as ACCC Certificate of Warranty to be completed by all Tenders/ Respondents. Evaluation committee uses a 2 envelop system and is a transparent process. Procurement Services involvement in the negotiation of supply contract terms and setting terms & conditions, particularly for major contracts. Established sourcing (tendering) practices and work allocation using the Contract Development Schedule and review process. Statement of Business Ethics available on website and included in sourcing process. Conflict of interests policy and procedure - plus declarations within the sourcing and new supplier process. Non-compliance Trends report provided to SBMG. Monthly Trends report provided to SBMG. Use of gifts register. Evaluation committee uses a 2 envelope system and is a transparent process.	Effective		#N/A		#N/A	#N/A	#N/A	Accept	Set sourcing KPI for the Team to ensure coverage Rollout addition training in Evaluations & Tender awareness Review Project Kick-off Form by Strategic P M Set appropriate KPI for the Procurement Team	Dec. '15 Feb. '16 Dec. '15	Nil \$2,500 Nil			0	#N/A		
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2	1	2	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6					Manager	2	1	2	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2					Staff	2	1	2	Low	
						Performance	Y			Serious	3	Occasional	3	Moderate	9					Manager	2	2	4	Low	
						Injury	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
				Failure to monitor work performance. Work is not performed as required, e.g. laying less asphalt than advised. Work does not meet specifications. Work does not meet quality requirements.	Financial Loss	Y		Serious	3	Occasional	3	Moderate	9	Manager				3	1	3	Low				

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
FCS30	Financial	Financial Services	Manager, Financial Services	Failure to have effective contract management and monitoring processes.	<ul style="list-style-type: none">Services / supply not delivered or rendered on expected timeframe.Failure to monitor insurance and obligations (registration/licence renewals) for contractors.Failure to monitor contracts for currency, expiry dates.Lack of knowledge for contract owners and user.Lack of systems e.g. multiple spread sheets and information.Lack of a formal process in Contractor management.Lack of training.No formalised application by contract owners for the process and consequences related to contract breaches.Acceptance of gift by staff during a major capital works/development contract.	<div>Asset Loss</div> <div>Disruption</div> <div>Brand</div> <div>Performance</div>	<div>N</div> <div></div> <div></div> <div></div>	recognised insurers e.g. with APRA. <ul style="list-style-type: none">CMM Tech 1 utilised to store key contract deliverable documents.Contract and Insurance reports available.Procedures & work instructions updated and new documentation under review.Procurement reporting available - Trend analysis and EOFY.Contract Performance - variation procedure in place (Procurement Services can't approve changes to orders). Variations must be justified, raise a variation in orders and progress payments must be converted.Clear separation of approval for purchase and approval for payment.Access to procurement related documentation is restricted to procurement staff.Conflict of Interest Register and established procedure to avoid conflicts of interest arising (Conflict of Interest Assessment Guide Record).Contract Development schedule and review process	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	<div>Monitor the use of eQuotes</div> <div>Provide refresher training on the quotes and the eQuotes process.</div> <div>Publish new Procurement guidelines to the CMS.</div>	Feb. '16	<div>Nil</div> <div>\$2,500</div> <div>Nil</div>			0	#N/A																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				

RISK REGISTER - FINANCE AND CORPORATE SERVICES

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
FCS33	Financial	Financial Services	Manager, Financial Services	documentation that satisfies stakeholder expectations	Failure to source and reconcile budget data. • Work priority not set at appropriate level.	Disruption	Y	• Formalised escalation process for budget approvals. • Capital projects budget variance analysis of overspends. • Budget management training session for all DFA approved officers. • Approved suppliers within eQuotes.	Effective	Minor	1	Rare	1	Low	1	Staff						1	1	1	Low
						Brand	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager						2	3	6	Moderate
FCS34	Financial	Financial Services	Budgeting & Financial Reporting Manager	Failure of the annual budget to comply with the Local Government Act and Financial Management Regulations	• Failing to meet statutory time frames. • Budget fails to meet audit requirements. • Budget not fully compliant with legislative requirements.	Injury	N	• Policy and Procedures. • Annual education/training. • External Audit. • System Controls. • LG Act & Financial Management Regulations. • Budget reviews. • Accountability to Council.	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Disruption	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Brand	Y			Disruptive	2	Possible	2	Low	4						Staff	2	2	4	Low
						Performance	Y			Minor	1	Rare	1	Low	1						Staff	1	1	1	Low
FCS35	Financial	Financial Services	Budgeting & Financial Reporting Manager	Failure to prepare and submit grant acquittal financial reports in a timely and accurate manner	• Lack of scheduling. • Lack of understanding and training. • Lack of resources. • Competing priorities • Frequent change of reporting requirements	Injury	N	• Policy and Procedures. • Code of Conduct. • Education / Training. • Internal and External Audit. • System Controls. • Segregation of Duties. • Delegated authority. • Financial Management Regulations. • Accountability to council.	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4						Staff	2	2	4	Low
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Disruption	N			#N/A	#N/A	#N/A	#N/A									0	#N/A		
						Brand	Y			Disruptive	2	Rare	1	Low	2						Staff	2	1	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2						Staff	1	2	2	Low
FCS36	Financial	Financial Services	Manager, Financial Services	Failure to maintain accurate financial records for the City's fixed assets	• Unauthorised and / or uncontrolled disposal of Assets. • Incorrect estimation of fair market value for all fixed assets. • Gifted assets from developers not accounted for	Injury	N	• Documented policy and procedures for asset disposal. • External and Internal Audit. • System Controls. • Segregation of Duties. • Delegated authority. • LG Act & Financial Management Regulations.	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Occasional	3	Moderate	6						Manager	2	3	6	Moderate
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2						Staff	2	1	2	Low
						Disruption	N			#N/A	#N/A	#N/A	#N/A	#N/A									0	#N/A	
						Brand	N			#N/A	#N/A	#N/A	#N/A	#N/A									0	#N/A	
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6						Manager	2	3	6	Moderate
FCS37	Financial	Financial Services	Manager, Financial Services	Failure to effectively manage the City's general ledger and chart of accounts to meet financial management requirements.	• Lack of proper system controls. • Financial reporting lacks usefulness for end users. • Inability to meet statutory reporting requirements. • Lack of transparency in financial data. • General ledger not accommodating organisational structure reporting. • Unauthorised transactions posted into the general ledger • Different systems do not communicate effectively	Injury	N	• Policy and Procedures. • Code of Conduct. • Education / Training. • Internal and External Audit. • Executive and Business Unit Reporting. • System Controls. • Segregation of Duties. • Delegated authority. • Financial Management Regulations. • Budget reviews. • Accountability to council.	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Disruptive	2	Occasional	3	Moderate	6						Manager	2	3	6	Moderate
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A									0	#N/A	
						Disruption	Y			Minor	1	Occasional	3	Low	3						Staff	1	3	3	Low
						Brand	N			#N/A	#N/A	#N/A	#N/A	#N/A									0	#N/A	
						Performance	Y			Minor	1	Occasional	3	Low	3						Staff	1	3	3	Low
FCS38	Financial	Financial Services	Manager, Financial Services	Failure to manage the City's funds and investment portfolio to maximise return, optimise cash flow and comply with LG Act and regs	• Inability to make payments when they fall due. • Mediocre investment returns. • Investments not complying with legislative constraints. • Incurring overdraft interest. • Inadequate reporting of investment performance to stakeholders. • Lack of adequate security over rens	Injury	N	• Use of external investment advisor and reporting service for placing of investments. • Monthly monitoring of investment activity. • Use of Austraclear safe custody service for majority of investments. • Bank manager approval necessary for all payment files over \$1M	Effective	#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8						Manager	3	2	6	Moderate
						Asset Loss	Y			Critical	4	Possible	2	Moderate	8						Manager	4	2	8	Moderate
						Disruption	Y			Critical	4	Possible	2	Moderate	8						Manager	4	2	8	Moderate

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
					bank transfers. • Uncertainties in the outlook of Australia economy	Brand	Y	• Segregation of duties for generating bank files and approving bank files.		Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate
						Performance	Y			Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate
FCS39	Financial	Financial Services	Manager, Financial Services	Failure to produce accurate, timely and relevant financial reporting for the City.	• Material misstatement of the financial statements • Non-compliance with adopted accounting policies and procedures. • Deliberately allocating costs to wrong cost centres (may be done to hide cost overruns). • KPI performance could be inaccurate.	Injury	N	• Budgeting process subject to scrutiny by area manager/director. • Existing controls around spending. • Budget v actual monthly analysis. • Month end procedures. • External audit. • Exception reporting. • Reporting controls. • DFA matrix for approval of transactions.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Brand	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
FCS40	Financial	Financial Services	Accounting Services Coordinator	Failure to comply with GST legislative requirements.	• Incorrect coding resulting in the over or under remitting of GST in relation to BAS. • Supplier set up incorrectly. • Incorrect data validation. • Incorrect contract documentation for sale of land.	Injury	N	• Monthly reports. • System generated report / return. • Reconcile to ledgers. • GST coding checked at data entry stage. • ABN checks. • Independent tax clauses developed and implemented.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	N			Minor	1	N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
FCS41	Financial	Financial Services	Accounting Services Coordinator	Failure to comply with FBT legislative requirements.	• Inaccurate data and records resulting in the over or under remitting of FBT. • Lack of knowledge and training. • Lack of effective work procedures for sale of land.	Injury	N	• Written work procedures. • Reconciliations. • HR register of vehicle entitlements. • Vehicle custodians reporting protocols for assigned use.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
FCS42	Financial	Financial Services	Accounting Services Coordinator	Failure to maintain accurate and up to date job costing data for engineering works and services.	• Budget overruns caused by lagging costing information. • Inadequate procedures. • Poor record keeping. • Lack of attention from works & services supervisors. • Failure of system processes.	Injury	N	• Written work procedures. • System controls and reconciliations. • Regular meetings with works & services supervisors.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Injury	N	• Use of Customer request system. • Existing staff knowledge.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
FCS43	Financial	Financial Services	Coordinator	timely and accurate manner	• Poor maintenance of assets. • Poor record keeping.	Disruption	Y	• Dedicated Insurance resource.	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept				2	1	2	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
FCS44	Financial	Financial Services	Accounting Services Coordinator	Failure to have effective and sufficient insurance coverage for the City's insurable risks.	• Insufficient insurance values for insured property. • Insurance excess thresholds not set at optimum level. • Uninsured risks and property that should be insured.	Injury	N	• Insurance schedules reconciled to system records. • Annual renewals process involving key staff and reviewed by senior management. • Reporting mechanism to capture location data of insurance claims.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	Y				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff							0	#N/A	
						Performance	N				#N/A		#N/A	#N/A	#N/A	2					2	4	Low		
FCS45	Financial	Financial Services	Accounting Services Coordinator	Failure to provide and monitor a timely petty cash service to the City's service units.	• Inadequate procedures. • Poor record keeping. • Inadequate security and storage of cash.	Injury	N	• Petty Cash locations and amounts and documented and signed off. • Petty cash reimbursements are approved by an employee's manager. • Reimbursement claims have to be supported by receipts. • Staff Guidelines available on Petty Cash Procedure for staff. • Claims over a \$20 threshold, require a counter approval by employee's manager. • A register is maintained for all claimants of Petty Cash.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Occasional	3	Low	3	Staff					1	3	3	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					1	2	2	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
FCS46	Financial	Financial Services	Accounting Services Coordinator	Failure to properly manage and oversee the provision of corporate credit cards to authorised officers	• Personal spending on corporate credit cards.	Injury	N	• Review of credit card acquittal statements by Managers / AP team. • Procedure requiring all credit card acquittal reports to be countersigned by the cardholder's manager (next manager up concept). For a Director or CEO, these will be countersigned by another Director or the CEO. • Petty Cash locations and amounts and documented and signed off. • Credit card acquittals have to be supported by receipts. • Staff sign off on credit card usage policy and guidelines. • A credit card register is maintained in the TechOne system.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
FCS47	Financial	Financial Services	Accounting Services Coordinator	Failure to pay creditors accurately and on time	• Incorrect payment of suppliers e.g. overpaying, wrong supplier etc., Raising the wrong purchase orders. • Incorrect information from suppliers. • Lack of training and awareness of procedures. • Inadequate segregation of duties for supplier setup and accounts payable transaction processing. • Creation of ghost suppliers to misappropriate funds. • Alteration of supplier banking details - Diversion of payments to personal accounts. • False invoices raised for goods / services not provided to the City. • Invoices exceeding budgeted/contractual amounts or relating to unnecessary variations of contracts.	Injury	N	• Supplier creation (Trade Suppliers) by the Procurement team upon approval from SBMG. • ABN reference checks which are recorded. • Procurement Services removes old suppliers (2 years inactive). • Monthly report to Manager Financial Services on changes to supplier database. • Formal policy and procedures. • Reconcile supplier statements. • Education / Training. • Internal and External Audit. • System Controls. • Segregation of Duties. • Delegated financial authority (DFA). • Monthly report on any changes to Accounts Payable master file. • Dual signatories for cheque amounts > \$50,000. • Dual online bank approvals for payment files > \$500,000 • PO based purchases are matched to ensure that rates and quantities invoiced are correct. • Value exceeding \$100.00 must have a purchase order issued prior to payment processing.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	

RISK REGISTER - FINANCE AND CORPORATE SERVICES

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
FCS48	Financial	Financial Services	Manager, Financial Services	Failure to levy and collect property rates in an effective and compliant manner.	• Poor decision making (Governance). • Inadequate system processes and control. • Inadequate procedures. • Property database not accurately maintained.	Injury	N	• Rates modelling used for decision making. • System log in to computer system. • Delegation Process. • Formal policies and procedures. • Audit. • Bank reconciliation.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Separate EM Budget Workshop, audit review of rating strategy and model.	Mar. '16	\$10,000			0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager						3	1	3	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
FCS49	Financial	Financial Services	Rates & Revenue Manager	Failure to effectively manage and maintain the City's land property database in an accurate and timely manner.	• Inadequate procedures. • Breakdown in communication between internal departments. • Reliance on data from external agencies.	Injury	N	• Formal policies and procedures. • Internal and external audit. • Reporting. • TechOne system health checks.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
FCS50	Financial	Financial Services	Manager, Financial Services	Failure to manage and provide banking & receiving services in an effective, secure and timely manner	• Lack of banking system controls. • Misappropriation of funds. • Theft of cash (e.g. at facilities handling cash payments). • Misuse of confidential personal and financial information e.g. credit cards and bank details, direct debit. • Personal financial details stored unrestricted in ECM. • Personal details in physical files and folders. • Inadequate procedures. • Non compliance with PCI standard.	Injury	N	• End of day balancing procedures. • Adequate security facilities for keeping cash. • Cash handling procedures held centrally. • Receipt cancellation procedure requires 2 signatures. • Procedure for sign-off for cash from Customer Services to revenue team (Receipt of bank bags from service unit staff to revenue and rates staff). • Armed Hold Up Training conducted. • Produce a cancelled/voided receipt listing report from the system on a daily basis. • Business process implemented within ECM to restrict access.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff						3	1	3	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
FCS51	Financial	Financial Services	Rates & Revenue Manager	Failure to correctly raise and collect debts owed to the City in a timely and accurate manner.	• Credit to wrong organisations. • Improper vetting. • Lack of timely debt recovery. • Lack of proper documentation. • Applying incorrect pricing to invoices raised. • Inadequate procedures or procedures not followed.	Injury	N	• Personal guarantees required for trade credit accounts. • Formal recovery procedures. • Credit application process. • Limits on credit as per internal policies. • Procedures to suspend credit. • Training. • Monthly Reporting . • Internal Governance. • Dedicated staff resource. • Segregation of duties. • Debtors Management Policy.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
FCS52	Financial	Financial Services	Rates & Revenue Manager	Failure to properly manage the statutory collection of the City's Infringements	• Writing off infringements due to missing statutory deadlines. • Infringement penalties not properly applied. • Infringements cancelled without proper authority.	Injury	N	• Writing off infringements due to missing statutory deadlines. • Infringement penalties not properly applied. • Infringements cancelled without proper authority.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks			Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
EW1	Operational	Infrastructure Services	Infrastructure Project Manager	Inability to secure and access required funding to deliver built facilities/projects	Design not complete or fully costed Contract Officers committed elsewhere	Injury	N	Projects identified early through Strategic Plan or Capital Works Programme Cover projects with suitably allocated resources	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff								0	#N/A
						Brand	N				#N/A		#N/A	#N/A	#N/A								0	#N/A	
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff								0	#N/A
						EW2	Operational			Infrastructure Services	Manager, Infrastructure Services	Fail to obtain and comply with statutory requirements to deliver built facilities/ projects	Not factoring in delays in approvals process Staff who are not trained in the delivery of projects	Injury	N	Private Certifiers Design Certification of plans for compliance with Australian Standards Project Management Training						Effective		#N/A	
Financial Loss	N		#N/A		#N/A			#N/A	#N/A					#N/A	3		2	6	Moderate						
Asset Loss	N		#N/A		#N/A			#N/A	#N/A					#N/A				0	#N/A						
Disruption	Y	Disruptive	2	Rare	1			Low	2					Staff	3		2	6	Moderate						
Brand	N		#N/A		#N/A			#N/A	#N/A					#N/A	3		1	3	Low						
Performance	Y	Serious	3	Occasional	3			Moderate	9					Manager	2		2	4	Low						
EW3	Operational	Infrastructure Services	Infrastructure Project Manager	Failure to attract and engage appropriate staffing resources at the right time to deliver built facilities/projects	Availability of Project Officers Not delegating responsibilities to staff			Injury	N					Contracting out when necessary Management of work loads	Effective			#N/A		#N/A	#N/A		#N/A	#N/A	Accept
						Financial Loss	N		#N/A		#N/A	#N/A	#N/A			#N/A	2	1	2	Low					
						Asset Loss	N		#N/A		#N/A	#N/A	#N/A			#N/A			0	#N/A					
						Disruption	Y	Minor	1	Possible	2	Low	2			Staff	1	1	1	Low					
						Brand	N		#N/A		#N/A	#N/A	#N/A			#N/A			0	#N/A					
						Performance	Y	Minor	1	Possible	2	Low	2			Staff	2	2	4	Low					
						EW4	Operational	Infrastructure Services	Infrastructure Project Manager	Failure to adequately engage end users in the delivery of built facilities	Facility not fit for purpose Not identifying stakeholders early on	Injury	N			User groups involved at a concept design stage for their input and ownership of the project Linking with CoC Community Services Management to engage with the community	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	
Financial Loss	N		#N/A		#N/A							#N/A	#N/A	#N/A	3			2	6	Moderate					
Asset Loss	N		#N/A		#N/A							#N/A	#N/A	#N/A					0	#N/A					
Disruption	N		#N/A		#N/A							#N/A	#N/A	#N/A	2			1	2	Low					
Brand	Y	Minor	1	Rare	1							Low	1	Staff	2			2	4	Low					
Performance	Y	Minor	1	Rare	1							Low	1	Staff	2			2	4	Low					
EW5	Operational	Infrastructure Services	Manager, Infrastructure Services	Inability to align and deliver built facilities project timeframes with utility provider timeframes	Contractor claims for delay Site delays during construction Lack of planning							Injury	N	Construction contracts worded so as to have the Contractor responsible for coordination and timing of Utility Providers Have utility provider approvals in place prior to construction Programming of works to coincide with utility providers	Effective				#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood
						Financial Loss	Y	Disruptive	2	Possible	2	Low	4			Staff	2	1	2	Low					
						Asset Loss	N		#N/A		#N/A	#N/A	#N/A			#N/A	2	1	2	Low					
						Disruption	Y	Disruptive	2	Occasional	3	Moderate	6			Manager	2	1	2	Low					
						Brand	Y		#N/A		#N/A	#N/A	#N/A			#N/A	2	1	2	Low					

RISK REGISTER - ENGINEERING AND WORKS

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
						Performance	Y			Disruptive	2	Occasional	3	Moderate	6	Manager					3	1	3	Low	
EW6	Operational	Infrastructure Services	Manager, Infrastructure Services	Failure to adequately oversee quality of work of building construction contractors	Unsafe work practices Dismantle and rebuild reflective works Skill level of contractor inadequate	Injury	Y	Contractor supplies OH&S plan & JSA's prior to works commencing and is monitored throughout the works Detailed specification and regular inspections for compliance with the contract documents Contractors experience in undertaking a CoC project is evaluated at tender	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Likelihood/Consequence				5	1	5	Moderate	
						Financial Loss	N			#N/A		#N/A	#N/A	#N/A	2	1					2	Low			
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	2	1					2	Low			
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					1	1	1	Low	
						Brand	N			#N/A		#N/A	#N/A	#N/A	2	2					4	Low			
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
EW7	Operational	Infrastructure Services	Manager, Infrastructure Services	Failure to have adequate in house project management skills and experience	Not recognising the dangers Budget overrun through variations Inferior product selection Project Delays Poor communication Poor selection of contractors	Injury	Y	Site induction and sign-in procedure Contract documentation fully defined and estimated prior to going to tender, followed by diligent cost control of the project Product selection and specification based on life cycle costs, replacement and service warranty Contractor made accountable with the imposition of liquidated damages Regular communications with stakeholders Selection based not only on price but past experience	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Change Likelihood				5	1	5	Moderate	
						Financial Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					3	2	6	Moderate	
						Asset Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	1	2	Low	
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low	
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low	
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low	
EW8	Operational	Infrastructure Services	Infrastructure Asset Manager	Failure of Council and Services Areas to update and utilise asset management plans	1. Lack of Credibility for the data and financial projections. 2.Lack of ownership and engagement with the Engineering Directorate. 3. Identified Renewal Funding Gaps not funded	Injury	N	1. AMP's updated two yearly process in line with the development of the City's LTFFP. 2. Asset Services deliver initiatives and report against the Improvement Strategy within the AMP's. 3. AMP's form the basis of the City's Renewal Programs. 4. AMP's are adopted by either full Council or Executive	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Actions listed in the City's AMPs - Section 8 - Improvement and Monitoring Strategy					0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Brand	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Performance	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
EW9	Operational	Infrastructure Services	Infrastructure Asset Manager	Failure to comply with relevant asset management regulations (Accounting Standards)	1. Lack of ownership from Asset Services & Wider Engineering Directorate. 2. Audit requirements may change (Legislative) 3. Lack of engagement and collaboration with Financial Services.	Injury	N	1. Asset Services carry out yearly Infrastructure Asset Revaluations and reporting on donated assets (All Road, Parks & Stormwater Infrastructure). 2. Revaluation process is processed mapped and documented. 3 Proactive Communication with Financial Services and the Engineering Directorate. 4. Adopted Fair Value reporting across all Infrastructure Assets	Effective		#N/A		#N/A	#N/A	#N/A	Accept	Nil unless legislation changes or recommendations from Auditors is received.					0	#N/A		
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2					Staff	2	2	4	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1					Staff	2	2	4	Low	
						Brand	Y			Minor	1	Rare	1	Low	1					Staff	2	2	4	Low	
						Performance	Y			Minor	1	Rare	1	Low	1					Staff	2	2	4	Low	
EW10	Operational	Infrastructure Services	Infrastructure Asset Manager	Lack of reliable, accurate/or current data for asset management	1. External/Internal As constructed process fails due to lack of resources/knowledge and ownership from the relevant Business Units 2. The City elects to discontinue the use of ASPEC Data Specification. 3. Internal Project Staff fail to keep asset data sets up to data in	Injury	N	1. QTR meetings with operational Stakeholders. 2. Two year Asset Management Planning Process which engages and increases knowledge for all relevant staff. 3. Documented & agreed processes for the management of asset data. 4. Asset Services carry out QTR Quality assurance on all data received by the City (Internal Projects and	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept						0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low	
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	2	Low	

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks		Evaluate Risks						Risk Treatment (Table 4)					Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk							
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)		
					line with the completion of their CW Programs. Failure to receive and record accurate and timely asset information	Brand	N	by the City (Customer Request and Subdivisional Developments). 5. Scheduled Data audits every 3-4 years across all asset Groupings (Internal or External)			#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Performance	N				#N/A		#N/A	#N/A	#N/A								0	#N/A		
EW11	Operational	Infrastructure Services	Infrastructure Asset Manager	Failure to deliver technological solutions for Asset management	1. Lack of buy in and ownership of Engineering Directorate. 2. Lack of system Skills. 3. Lack of funding to keep up with the latest technology. 4. Lack of Project Management & delivery skills	Injury	N	1. Extensive internal Skills. 2 Upskilling of all Asset Team Members to provide continuity and high levels of training and support. 3. Extensive Training Programs	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept							0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low		
						Brand	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Performance	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
EW13	Operational	Infrastructure Services	Facilities & Plant Manager	Failure to develop and manage Facilities and Plant Capital Works schedule and Operational activities for the City	Time constraints, Complex approval process, Staff turnover, Multiple inputs, Lack of systems to support process, Lack of ownership, Lack of specialist knowledge, Lack of consultation, no funding priority, no management commitment to plan, not enough funding.	Injury	Y	Professional asset and infrastructure management staff. Implementation of 'best practice' processes for asset management. Asset inventory and condition status maintained. Whole of life management of assets adopted. Reactive & active inspections, building condition reports (annual) recorded through SBM. Works & Asset system assist to document unscheduled or irregular inspections	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept					2	1	2	Low	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate		
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
EW14	Operational	Infrastructure Services	Facilities & Plant Manager	Failure to ensure Facilities and Plant are safe and accessible for all stakeholders	Uneven external ground surface, sharp edges, inadequate emergency systems, hazardous carpet and hard floor joins, external protrusions, inadequate security access systems and procedures, stairs and fall hazards, weather event, utility / component failure, vandalism, poor external fabric maintenance, poor air quality, inadequate cleaning regime, vermin, poor lighting, poor quality electrical equipment, inadequate fire system and equipment maintenance.	Injury	Y	Programmed regular building inspections. Inspection and maintenance contracts with external contractors. Dedicated maintenance budget. Customer Request Management system for all reactive maintenance. Asbestos register. All buildings surveyed for asbestos. Asbestos replacement program prepared and funded. Procedure to work in buildings with asbestos. JSA's undertaken prior to construction works. Disability Access Audit completed periodically. Program to fund DAIP. All new assets designed in accordance with the relevant legislation. Building licence & approvals, building audits conducted and acted on. Fire response equipment (extinguishers, hose and reel) placed in buildings. Kitchen equipment regularly inspected for faults. Fire blankets provided in kitchen areas. Staff training in fire response and emergency evacuation (unclear whether other building users have same training and education levels as City of Cockburn staff). RCD fitted to the building. Routine & regular switchboard inspection and maintenance. Tag & test including records of tested equipment logging. RCDs (to Australian Standards and records maintained and to required frequency). Certain buildings are lightning protected. Switchboard upgraded when usage dictates this operational requirement.	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Change Likelihood						3	2	6	Moderate
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate		
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					3	2	6	Moderate		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low		
						Injury	Y	Programmed regular building inspections. Inspection and maintenance contracts with external contractors. Access controlled by authorised personnel. Access codes		Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low		

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review					
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
EW15	Operational	Infrastructure Services	Facilities & Plant Manager	Failure to ensure Facilities and Plant are functional and secure for all stakeholders	Inadequate design, inadequate fittings and fixtures, poor workmanship during construction, inadequate handover, inadequate emergency systems, inadequate security access systems and procedures, weather event, utility / component failure, vandalism, poor external fabric maintenance, poor air quality, inadequate cleaning regime, vermin, poor lighting, poor quality electrical equipment, inadequate fire system and equipment maintenance.	Financial Loss	Y	controlled. Staff key return policy on resignation or termination. Regular inspection of building security / doors / windows / locks. Ranger and security patrols. CoSafe patrols, 80% of council building have security screens, CCTV, monitored alarms, good perimeter lighting. All new assets designed in accordance with the relevant legislation. Tenancy agreements set minimum requirements. Programmed regular building inspections (documented via SPM, annual frequency, includes assessing risk components). Building maintenance is prioritised according to the high use of the building. End of tenancy inspections conducted (seasonal). Dedicated maintenance budget per building allocation. OS&H Committee. Community facilities staff, CoSafe etc. report maintenance issues (reactive requests). Programmed regular building inspections. Dedicated maintenance budget. OH&S Committee. Use of non-slip floor material in facilities. On-site surveillance and clean up material by Coordinator. Friction testing conducted. 2-7 days per week cleaning regime.	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept					2	1	2	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	N			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
EW16	Operational	Infrastructure Services	Facilities & Plant Manager	Failure to provide a safe and secure storage location at the Operations Centre	Not enough funding, space restrictions due to growing City, conflicting priorities, lack of consultation, ageing security system and hardware, inadequate security monitoring, inadequate management of items stored, societal, sign posted council facility, industrial area, weather event, multiple adjoining properties, utility provision, ageing infrastructure, stakeholder access awareness, traffic management, fuel and chemical storage requirements and incident response,	Injury	Y	Operations Centre Induction, operational budget allocated each FY, signposted traffic management, emergency diesel generator installed, Regular inspections, CoSafe inspections and monitoring, monitored electric fences to adjoining properties, swipe card and air key access control, alarm panels to buildings, staff training to ensure access/egress procedures, fire drills, CCTV system, liaison between senior staff in a weather event, regular consultation between Staff to determine storage priorities, after hours lighting, routine physical inspection of fences.	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept					3	1	3	Low
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	N			#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
EW21	Operational	Parks & Environment	Manager, Parks & Environment	Failure to maintain safe and clear footpaths within the City's POS and bushland reserves	Trees overhanging path network. No vertical clearance for all users including pedestrians and cyclists. Surface condition, fauna, grass encroachment, vehicle movements, etc.	Injury	Y	Regular (annual) inspection of path condition. Annual maintenance budget. Annual Tree Pruning Program. Ad hoc inspections by Council personnel. Response to notified hazards. Annual high risk trees (older trees) are assessed and assessment documented. Assessment based on risk to 3rd parties and tree health. Maintenance crews prune vegetation off footpaths	Effective	Critical	4	Rare	1	Low	4	Staff	Accept					4	1	4	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A								0	#N/A		
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate
EW22	Operational	Parks & Environment	Manager, Parks & Environment	Failure to respond to community complaints in regards to trees and vegetation issues	High weed growth restricts visibility. Litter control. Loose objects. Water inundation (storm water issue, etc.).	Injury	Y	Maintain appropriate machine guards. Inspect contractor plant at commencement of contract. Identified service levels of verge areas. Manual litter collection during servicing. Review dial before you dig plans.	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept					3	2	2	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager						3	2	6	Moderate
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff						2	2	4	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff						2	1	2	Low

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk			
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
EW23	Operational	Parks & Environment	Manager, Parks & Environment	Failure to manage the abstraction of groundwater for Public Open Space (POS) and streetscapes.	Reduction in groundwater allocation by DoW. Excessive drawdown. Decline in rainfall. Drought. Reduction of groundwater table. DoW licence restrictions. Increased area of POS without additional licence provision results in compromised irrigation to POS. Sea level rise Contamination. Bore/ pump failure. Acid Sulphate Soils (ASS). Iron bacteria. Salt intrusion	Injury	Y	Monitor static water levels and analyse flow readings. Reduce water abstraction as per operating strategy. Six sites identified to monitor. Contact with DoW. Hierarchy of sporting fields etc. Flow test every bore every 4 years. Review pump asset data.	Effective	Minor	1	Rare	1	Low	1	Staff	Change Consequence	Develop a pump renewal program	Jul. '16	\$25,000	1	1	1	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Asset Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	3	6	Moderate
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Critical	4	Possible	2	Moderate	8	Manager					3	2	6	Moderate
EW24	Operational	Parks & Environment	Manager, Parks & Environment	Failure to maintain the water quality in Lakes and constructed water bodies	Contamination from agriculture and commercial business. Excessive nutrient loading. Contamination from malicious / accidental incident.	Injury	Y	Conduct annual water quality assessments (nutrients, etc.). Series of eight (8) lysimeters in place. Roads/ stormwater / Ground water monitoring. Aerators. Street sweeping.	Ineffective	Serious	3	Possible	2	Moderate	6	Manager	Increase Opportunity	Enhanced/additional monitoring. Increased cleaning of GPTs. Implementation of best practice for urban water management	Jul. '16	\$100,000	2	2	4	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager					3	2	6	Moderate
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW25	Operational	Parks & Environment	Manager, Parks & Environment	Failure to maintain and manage park equipment & infrastructure (park furniture etc.)	Asset deterioration Wilful/accidental damage Vandalism, etc.	Injury	Y	Conduct major audit Biannually. Conduct visual inspection when servicing the area. Annual maintenance budget & program. Address issues identified. Customer request System. Renewal program. CoSafe program.	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A					1	1	1	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
EW26	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide safe and appropriate surface to the City's district sporting open spaces	High wear from sporting clubs. Poor maintenance. Staff or contractor error. Vandalism or accidental damage to irrigation network. Blockage in irrigation system. High concentration of herbicide. Drought. Disease.	Injury	Y	Regular informal inspections by maintenance crews. Implement annual and seasonal maintenance. Conduct quarterly turf audits (contractor). Turf renovation program for active grounds only. Weed spray program. Hardness testing (on request). Appropriate public liability coverage in place. Sport Oval Carrying Capacity Audit (Before / during/ after season)	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW27	Operational	Parks & Environment	Manager, Parks & Environment	Failure to identify and address foreseeable	Asset deterioration Damage	Injury	Y	Conduct major audit Biannually. Conduct visual inspection when servicing the area. Annual maintenance budget & program	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept				4	2	8	Moderate
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low

RISK REGISTER - ENGINEERING AND WORKS

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
EW27	Operational	Parks & Environment	Manager, Parks & Environment	hazards to playground users	Vandalism Coastal location	Disruption	N	Address issues identified. Customer request System. Renewal program. CoSafe program.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
EW28	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide, maintain and manage trees within the City's POS, Bushland and Road Reserves.	Wind. Lightning strike. Disease. Age. Tree location. Environmental conditions. Summer limb drop. Unauthorised removal of tree. Tree roots damaging infrastructure (driveways, essential services, pavers, etc.)	Injury	Y	Conduct Tree Inspection Audit on significant trees by arborist with focus on tree health and risk. Street Tree asset register. Parks tree asset register at major regional reserves Annual maintenance budget. Adhoc Inspections by Council officers Response to notified hazards. Annual high risk trees (older trees) are assessed and assessment documented. Assessment based on risk to 3rd parties and tree health. Utilisation of tree contractors to undertake works. Root grinding (reactive). Installation of tree root barriers.	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Likelihood/Consequence	Increase funding to implement a proactive inspection program for high risk areas		\$100,000	2	2	4	Low
						Financial Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Asset Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
EW29	Operational	Parks & Environment	Manager, Parks & Environment	Failure to comply with Office of Energy regulations and Utility Provides Code of Practice in regards to trees and vegetation within the City	Tree vegetation growing with the clearance zones Trees planted within the wrong alignment	Injury	Y	Street Tree Inventory Street Tree Inspection Audit. Select appropriate tree species for planting. Consider tree spacing. Developing Street Tree guideline (suitable tree species.). GIS database used to document tree inspections and issues.	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Increase Opportunity	Implement a yearly street tree pruning program for trees under power lines	Jul. '16	\$200,000	2	2	4	Low
						Financial Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Asset Loss	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Brand	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Performance	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
EW30	Operational	Parks & Environment	Manager, Parks & Environment	Failure to maintain, manage and enhance the City's natural environment	Poor reserve management practices. Dieback introduction. Introduction of weed species. Lack of feral animal control. Illegal dumping of materials. Unauthorised vehicle access. Inappropriate pesticide and chemical usage	Injury	Y	Weed control strategy Weed mapping conducted annually Monitor/collate information on feral species Instigate a feral animal control program. Fencing to prevent vehicle access. Encourage the participation in 'friends of' groups in natural areas. Instigate regular security / ranger patrols in prone areas. Update regular Dieback Surveys. Fund Dieback control. Raise awareness of the impacts of Dieback through education (program). Dieback maps to tracked via GIS. NAM Plans include procedures for chemical use. Pesticide and herbicide application by appropriately experienced and competent personnel and contractors. Ensure correct safety and clean up procedures are in place. Staff trained in application of herbicides/pesticides. Bushland Management Guideline. Use of certified contractors. Minimise the use of pesticides and herbicides in sensitive areas.	Effective	Minor	1	Rare	1	Low	1	Staff	Increase Opportunity	Workforce plan to list new staffing resources. Develop and implement Dieback Control Strategy. Wash down Bays	Jun. '16	Included in Action Plan	1	1	1	Low
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
EW31	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide environmental	Lack of funding Lack of resources	Injury	N	Environmental Education Officer (P/T) Funding	Basic		#N/A		#N/A	#N/A	#N/A	Increase Opportunity	Appointment of F/T Education Officer	Include in	\$50,000			0	#N/A	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Asset Loss	N				#N/A	#N/A	#N/A	#N/A							0	#N/A		

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
				awareness to the community	Missed grant opportunities	Disruption	Y	Resources		Disruptive	2	Rare	1	Low	2	Staff			Workforce Plan		2	1	2	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
EW32	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide a safe swimming environment along the coast	Diving off a jetty, pontoons, rocks, etc. Shark attacks Boat intrusion	Injury	Y	Warning signage Rails on Coogee Beach Jetty Edging to boardwalks at Bibra Lake Coogee Beach Surf Club Trial of eco-shark barrier Caretaker during the summer period	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept				4	2	8	Moderate
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A	Manager							0	#N/A	
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
EW33	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide a safe and functional foreshore environment	People disposing of syringes, glass or other sharp objects (low visibility) Unauthorised vehicles Erosion - Winter period Port Coogee Sand Bypass	Injury	Y	Sand sweeping - summer period Beach caretaker (bins) Ongoing maintenance (Rubbish collection) Fencing, Bollards, Rangers, CoSafe, CCTV	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept				3	2	6	Moderate
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A	Manager							0	#N/A	
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low
EW34	Operational	Parks & Environment	Manager, Parks & Environment	Failure to provide a safe work environment for Parks and Environment staff	Reduced funding Lack of Supervision Failure to manage business processes Customer Request System Corporate policies and procedures Anti-social behaviour	Injury	Y	Protective Personal Equipment JSAs Corporate Safety Management System Corporate Hierarchy of checklists Appropriate and functional plant and equipment Toolbox meetings Parks & Environment safety representatives Lockable vehicles and containers	Effective	Serious	3	Occasional	3	Moderate	9	Manager	Accept				3	3	9	Moderate
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	N			Critical	4	Possible	2	Moderate	8	Manager							0	#N/A
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW35	Operational	Waste Services	Manager, Waste Services	Closure of the SMRC or becomes no longer viable	Industry changes and operation improvements SMRC goes broke Regulator shuts SMRC down Better technologies DER Conditions not met Business not sustainable Residential odour complaints Political intervention	Injury	N	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. RFT to follow. Loan commitments will still be active though the risk of disposal of waste is reduced. DER reinstated full licence conditions.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Plan expenditure and strategic initiatives to incorporate insulation from the impact of waste reform. Staff to respond quickly to planned changes in the waste industry. Lead changes to industry reform. Formalised business continuity plan with other facilities.	Jul. '16 12 months (BCP)	\$5M			0	#N/A
						Financial Loss	Y			Catastrophic	5	Likely	4	Extreme	20	CEO					4	3	12	Substantial
						Asset Loss	Y			Catastrophic	5	Likely	4	Extreme	20	CEO					4	3	12	Substantial
						Disruption	Y			Serious	3	Likely	4	Substantial	12	Director					2	3	6	Moderate
						Brand	Y			Serious	3	Likely	4	Substantial	12	Director					3	3	9	Moderate
						Performance	Y			Critical	4	Likely	4	High	16	The Executive					3	3	9	Moderate

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks		Evaluate Risks						Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk			
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
EW36	Financial	Waste Services	Manager, Waste Services	Failure to adequately provide for Post Closure Management	No forward planning or business development. Lack of adequate financial reserves. Restrictions imposed by regulatory authorities. Breach of cell capping requirements. Lack of adequate cell inspections.	Injury	N	Reserve annually reviewed. Constantly evaluate Groundwater Monitoring Reports. Waste Management and Education Strategy approved by Council in June 2013 fully costs and quarantines funds for post closure management and remediation. Regular Cell Inspections.	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Developing a Post Closure and Leachate Management Plan fully costed	Jan. '16	\$20K			0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					1	1	1	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					1	2	2	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low
EW37	Financial	Waste Services	Manager, Waste Services	Failure to protect the environment adjacent to landfill	Poor landfill liner integrity - Liner fails. Restrictions imposed by regulatory authorities. Damage to cell liner. Poor landfilling practices. Adhering to landfill acceptance guidelines. Poor visual inspection of waste.	Injury	N	Reserve annually reviewed. Ensure Staff protect cell liners and construct new cell with maximum protection against leakage. Constantly evaluate Groundwater Monitoring Reports. Waste Management and Education Strategy approved by Council in June 2013 fully costs and quarantines funds for and remediation. Incoming waste highly scrutinised.	Effective		#N/A	N/A	#N/A	#N/A	#N/A	#N/A	Accept	Develop Leachate Management Strategy	Jan. '16	\$10K			0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low
EW38	Operational	Waste Services	Manager, Waste Services	Failure of the Henderson Waste Site to compete with other metropolitan landfills	HWRP must remain competitive in the market. Better rates from other facilities. Rapid Levy Increase. DER levy inspectors untrained. Rapid Levy Increase. DER levy inspectors untrained	Injury	N	Estimate Gate fee increase annually for neighbouring landfills. Set reasonable gate fee charges. Incentivise gate fees. Offer a wide range of quality services and facilities. Ensure deliveries of waste are not unduly delayed. Tonnages at HWRP have dropped from the opening of a transfer station nearby. Responses to this situation are under consideration.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Consequence	Develop a beyond "best practice" Landfill. Disposal and recovery operation. Visit competitors operations to ensure HWRP remains a quality service. Consider alternatives to Landfill. Construct a MRF. Recycling initiatives	Jan. '17	\$15M			0	#N/A
						Financial Loss	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Performance	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate
EW39	Operational	Waste Services	Manager, Waste Services	Inability to collect MSW Waste and operate the HWRP	Union action. EBA negotiations fail. Perceived loss of benefit. Unreasonable conditions	Injury	N	Effective EBA discussions with employee signoff. Staff reward program. Staff retention program. Reasonable staff numbers with back-up drivers. Route management balancing roster hours. Not all staff will strike. The City has a skeleton staff in Waste Collection and Disposal that are not Union members and will work in a strike situation. Maintain high staff morale	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Recruit only team employees. Provide ample opportunity for overtime. Continue to provide competitive employment conditions.	Jan. '16				0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
EW40	Operational	Waste Services	Manager, Waste Services	Failure to engage with community to comply with correct use of bins	Ignition due to hot ash or lithium battery. Chemical reaction. Vehicle fire or gas bottle explosion	Injury	Y	Use of hopper camera to check contents in the bin. Fire extinguishers on truck. Driver education. JSA for truck fire. Waste Management and Education Strategy and the Recycle Right Plan and phone App will improve knowledge and reduce ignorance around bin use. Bins are now stickered by waste	Effective	Critical	4	Possible	2	Moderate	8	Manager	Change Likelihood	A procedure has been developed for a truck fire and all staff receive ongoing training to respond to this situation	Jul. '20	N/A	2	1	2	Low
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low

RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks						Risk Treatment (Table 4)				Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk							
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
						Performance	N	drivers when bins are incorrectly used.			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
EW41	Operational	Waste Services	Manager, Waste Services	Failure to attract, maintain and retrain sufficiently experience/trained waste employees	Poor succession planning. Mining boom leads to unrealistic expectations. No formal training. Fitness for work Poor performance issues create additional costs in accidents and injury.	Injury	Y	In-house driver training and assessment. JSAs reviewed annually. Provide adequate staff to ensure RDOs can be taken. Train staff in safe use of trucks and plant. Improved Induction procedure.	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept	Staff restructure to employ, train and retain competent staff in sufficient numbers to fill leave requirements and emergency vacancies. Develop skill set of all Waste Staff to be fully qualified. Formalise current training program for drivers. Provide refresher training. Standard Operating Procedure documented in each vehicle/truck.	Jan. '16	\$10K	2	1	2	Low	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low	
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low	
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low	
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	1	2	Low	
EW42	Operational	Waste Services	Manager, Waste Services	Inability to influence or manage legislative changes	Waste Levy (Waste Levy to increase to \$50) Licence conditions of disposal sites	Injury	N	Representation to Government by Council. Any legislative changes are likely to have sufficient time for Council to plan for any possible outcome. WALGA. WARR act under review DER potential to adopt Victorian best practise environmental plan	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Develop flexible business development strategies	Jul. '16	TBA			0	#N/A	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate	
EW43	Operational	Waste Services	Manager, Waste Services	Failure to provide functioning waste plant and equipment	Global/.National fuel shortage Failure of supplier to manufacture plant or bins Plant/equipment damage	Injury	N	Short term fuel storage tanks Plan around expectation of delays in delivery. Dry hire additional plant	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Investigate alternative fuels for vehicles. Purchase non fossil fuel powered vehicles. Develop improved care and maintenance strategies to lengthen the life of trucks and bins. Requirement of second spare side arm truck	Jul. '17	\$400K			0	#N/A	
						Financial Loss	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate	
						Asset Loss	N			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate	
						Disruption	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate	
						Brand	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate	
						Performance	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate	
EW44	Operational	Waste Services	Manager, Waste Services	Failure to provide collection services from multi-unit developments or underwidth thoroughfares	Road layout does not provide suitable access for waste trucks. No waste truck access. Trucks required to reverse. Manual handling of bins required.	Injury	Y	Working with Statutory & Strategic Planning Departments to create waste truck accessible roads to eliminate the need for trucks to reverse. Waste Manager takes Strategic and Statutory Planners out in waste trucks to demonstrate truck limitations and poor road design. Whilst historical structure plans are still delivering poor outcomes, all new areas have input from Waste Services. DA requires Waste Management plan approvals	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept	Ongoing education of Planning Teams. Ongoing tours for Planning Team out in the waste truck. WALGA seminar between planners and waste services in local government. Review APD70	Ongoing	N/A	2	1	2	Low	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A					2	1	2	Low	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					1	1	1	Low	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					1	1	1	Low	
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					1	1	1	Low	
EW45	Strategic	Waste Services	Manager, Waste Services	Failure to maintain financial sustainability of Service Units	Lack of financial commitment by Council. Poor Service Unit or City wide financial management. Tonnage received at HWRP continually decreasing. Global resource markets continue to	Injury	N	Employ competent staff. Continue to explore income from recyclable products. Monthly monitoring of Waste Services financial performance. Constantly exploring efficiency gains	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Ongoing management of existing controls. Continue to respond to changing market conditions.	Ongoing			0	#N/A		
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager				3	2	6	Moderate		
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A						0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager				3	2	6	Moderate		

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	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk										
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)					
					decline.	Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate					
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate					
EW46	Operational	Waste Services	Manager, Waste Services	Failure to capture and safely transfer methane	Lack of protective devices. General maintenance deficiencies. Failure of gas detection devices. Improper venting. Leakage. Lack of site risk engineering review. Poor fire separation . Methane explosion.	Injury	Y	Agreement with Waste Gas Resources (WGR) renewed. Fire breaks reviewed. Flare methane if required. Risk assessment of methane plant undertaken and 2 out 4 recommendations implemented. Alarms monitored remotely. Inclusion of Waste Gas Plant in the Emergency Management Plan.	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept	WGT to train all staff adequately. Methane gas management plan to be prepared by WGR	Jan. '16	N/A	2	2	4	Low					
						Financial Loss	Y			Critical	4	Occasional	3	Substantial	12	Director					3	2	6	Moderate					
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low					
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low					
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low					
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low					
EW47	Operational	Engineering Services	Manager, Engineering	Failure to manage and control the process of developing and designing the road projects	not adhering to current City's PM process Change in PM process Lack of resources Human error	Injury	N	Reviewing process Implemented MS Project software for all design team members Requesting funding for development only Training, mentoring	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Review and update of project development and implementation process for road projects	Jun. '16				0	#N/A					
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					1	2	2	Low					
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Disruption	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low					
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low					
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low					
EW48	Strategic	Engineering Services	Manager, Engineering	Failure to review the City's road network	Inadequate traffic modelling Incorrect analysis of the land uses Inaccuracy in priorities of the City's road network upgrade Lack of resources Human error	Injury	N	District Traffic Study (DTS) will be updated every 5 years Strategic Planning provide expert land use input into DTS. By the use of regularly updated traffic data & traffic forecasts from the DTS Work priority Peer review	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Ensure that the finance and human resources are available for a review and update of the current District Traffic Study (DTS)	Mar. '16				0	#N/A					
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low					
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
EW49	Strategic	Engineering Services	Manager, Engineering	Failure to identify the City's road that needs an improvement or rehabilitation	Inadequate traffic modelling Incorrect analysis of the land uses Inaccuracy in priorities of the City's road network upgrade Lack of resources Human error	Injury	N	District Traffic Study (DTS) will be updated every 5 years Strategic Planning provide expert land use input into DTS. By the use of regularly updated traffic data & traffic forecasts from the DTS Work prioritisation Peer review	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Regional major roadworks Program reviewed and updated	Jan. '16				0	#N/A					
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low					
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A					
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low					
						Brand	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low					
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low					
						Injury	N			#N/A		#N/A	#N/A	#N/A	#N/A								0	#N/A					

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RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks		Evaluate Risks						Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
EW50	Strategic	Engineering Services	Manager, Engineering	Failure to review the City's Drainage Management Strategy	Lack of resources Inaccuracy in priorities of drainage upgrade Human error	Financial Loss	Y	Because of the lack of financial resources only reactive actions are taking place	Basic	Serious	3	Possible	2	Moderate	6	Manager	Likelihood/Consequence	Request adequate financial resources to implement Drainage Management Action Plan	Mar. '16		2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW51	Strategic	Engineering Services	Manager, Engineering	Fail to align the drainage design program with the Drainage Management Action Plan	Lack of resources Inaccuracy in priorities of drainage upgrade Human error	Injury	N	Because of the lack of financial resources only reactive actions are taking place	Basic		#N/A		#N/A	#N/A	#N/A	Likelihood/Consequence	Request adequate financial resources to implement Drainage Management Action Plan	Mar. '16				0	#N/A	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
EW52	Operational	Engineering Services	Manager, Engineering	Failure to respond, identify and resolve drainage flooding issues	Lack of resources Inaccuracy in priorities of drainage upgrade Human error	Injury	Y	Asking for additional funding and employ an external contractor	Effective	Critical	4	Rare	1	Low	4	Staff	Likelihood/Consequence	Request adequate financial resources to implement Drainage Action Plan	Mar. '16		3	1	3	Low
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					3	2	6	Moderate
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Disruption	Y			Serious	3	Occasional	3	Moderate	9	Manager					2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW53	Strategic	Engineering Services	Manager, Engineering	Failure to adequately review the City's walking, cycling and trail network	Inadequate data Incorrect analysis of the walking and cycling uses Inaccuracy in priorities of network upgrade Lack of resources Human error	Injury	N	Involving other S/U in review of the network and update of Peth Network Plan	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Review of Bike Plan 2010 and Trail Master Plan 2013 and preparation of Integrated Walking and Cycling Master Plan	Mar. '16				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Asset Loss	N			#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
EW54	Operational	Engineering Services	Manager, Engineering	Failure to consult and engage with the external and internal stakeholders during development, design and implementation stage of the project	Not adhering to the policy Human error	Injury	N	Engage with stakeholders in all stages of the project lifecycle	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Review and update of project communication process for road projects	Jun. '16				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Asset Loss	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low
						Disruption	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Injury	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A

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RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)						Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
EW55	Operational	Engineering Services	Manager, Engineering	Failure to comply with current road design standards and guidelines	Lack of resources Human error Change to technical standards and guidelines	Financial Loss	Y	Reviewing process Training, mentoring Maintain the current awareness of the standards and guidelines	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept	Request adequate financial resources to undertake an external peer review on design for all large road construction projects.	Mar. '16		2	2	4	Low	
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A			0					#N/A				
						Disruption	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Brand	Y			1	Rare	1	Low	1	Staff	1					1	1	Low		
						Performance	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
EW56	Operational	Engineering Services	Manager, Engineering	Failure to manage and control the process of delivering CW Road Program	Not adhering to the standards Change in PM process Lack of resources Human error	Injury	Y	Reviewing process Review the current standards and guidelines Engage an external contractors Training, mentoring,	Basic	Serious	3	Possible	2	Moderate	6	Manager	Accept	Review and update of project development and implementation process for road projects	Jun. '16		2	2	4	Low	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
						Asset Loss	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Disruption	Y			3	Possible	2	Moderate	6	Manager	2					2	4	Low		
						Brand	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Performance	Y			3	Possible	2	Moderate	6	Manager	2					2	4	Low		
EW57	Operational	Engineering Services	Manager, Engineering	Failure to manage and control the process of delivering OP Road Program	Not adhering to the standards Change in OP process Lack of resources Human error	Injury	Y	Reviewing process Review the current standards and guidelines Engage an external contractors Training, mentoring,	Effective	Serious	3	Possible	2	Moderate	6	Manager	Accept	Review and update the current road, footpath and drainage maintenance processes to improve a level of operational service	Jun. '16		2	2	4	Low	
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					2	2	4	Low	
						Asset Loss	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Disruption	Y			3	Possible	2	Moderate	6	Manager	2					2	4	Low		
						Brand	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Performance	Y			3	Possible	2	Moderate	6	Manager	2					2	4	Low		
EW58	Operational	Engineering Services	Manager, Engineering	Failure to plan for the future maintenance and the road assets	Not adhering to Asset Management Plan and proposed level of services Change in OP process Lack of resources Human error	Injury	N	Supporting the City's Asset Management team Reviewing process	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Request adequate financial and human resources to plan for the future maintenance and the road assets	Mar. '16				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	N			#N/A	#N/A	#N/A	#N/A	#N/A							0	#N/A			
						Disruption	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Brand	Y			2	Rare	1	Low	2	Staff	2					2	4	Low		
						Performance	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
EW59	Strategic	Engineering Services	Manager, Engineering	Failure to review the District Traffic Study and ensure that road network priority is current and consistent with land use and the rate of residential, commercial and industrial development	Lack of resources Human error Legislation change	Injury	N	Engage an external consultant Peer review Strategic Planning provide expert land use input into DTS	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Ensure that the finance and human resources are available for a review and update of the current District Traffic Study (DTS)	Mar. '16				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low	
						Asset Loss	N			N/A	#N/A	N/A	#N/A	#N/A	#N/A							0	#N/A		
						Disruption	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Brand	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Performance	Y			2	Possible	2	Low	4	Staff	2					2	4	Low		
						Injury	N				#N/A		#N/A	#N/A	#N/A							0	#N/A		

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RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks					Evaluate Risks			Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence		Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk			
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
EW60	Strategic	Engineering Services	Manager, Engineering	Failure to undertake detailed transport assessments in critical areas and ensure the network maintains its efficiency, legibility and permeability	Lack of resources Human error Non-compliance of policy	Financial Loss	Y	Engage an external consultant Peer review Application of TM investigation policy	Effective	Disruptive	2	Possible	2	Low	4	Staff	Accept	Request adequate financial and human resources to undertake detailed transport assessments in critical areas	Jun. '16		2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW61	Strategic	Engineering Services	Manager, Engineering	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	Lack of resources Human error Legislation change Participation by external Agencies	Injury	N	Engage an external consultant Advertise for Travel Smart Officer	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Employ a Travel Smart Officer	Dec. '15				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
EW62	Strategic	Engineering Services	Manager, Engineering	Failure to review bus routes throughout the City and linkages to the rail network and ensure that accessibility throughout the City has been maximized	Lack of resources Human error Lack of participation by external agencies	Injury	N	Engage an external consultant Peer review	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Employ a Travel Smart Officer	Dec. '15				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff			0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
EW63	Operational	Engineering Services	Manager, Engineering	Failure to manage the engineering aspects of planning and completion of infrastructure projects in subdivision developments	Lack of resources Human error Legislation change	Injury	N	Development Control Unit Peer review WAPC conditions	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Employ a Travel Smart Officer	Dec. '15				0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
EW64	Operational	Engineering Services	Manager, Engineering	Failure to ensure that the engineering design plans submitted by Consultants for proposed subdivisions conform to the Council's standards and specifications	Lack of resources Human error Legislation change	Injury	N	IPWEA guidelines, City's guidelines and standards fro subdivisional development Peer review Maintain the current awareness of the standards and guidelines	Basic		#N/A		#N/A	#N/A	#N/A	Accept	Request additional resources within the Subdivision area	Jun. '17				0	#N/A	
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4					Staff		2	0	#N/A
						Asset Loss	Y			Disruptive	2	Possible	2	Low	4					Staff	2		0	#N/A
						Disruption	Y			Disruptive	2	Possible	2	Low	4					Staff		2	0	#N/A
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Injury	N			#N/A		#N/A	#N/A	#N/A								0	#N/A	

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RISK REGISTER - ENGINEERING AND WORKS

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood	Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk						
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
EW65	Operational	Engineering Services	Manager, Engineering	Failure to review the City's Development Guideline and ensure that it comply with IPWA's and the Planning Commission's standards and guidelines	Lack of resources Human error Legislation change	Financial Loss	N	IPWEA guidelines, City's guidelines and standards for subdivisional development reviewed annually	Ineffective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Request additional resources within the Subdivision area	Jun. '17				0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
EW66	Operational	Engineering Services	Manager, Engineering	Failure to respond to the customer request related to the engineering issues	Non-compliance with the Customer Service Charter Lack of resources Human error	Injury	N	Monitoring of Customer Request KPIs Engage an external consultant Awareness of the Customer Service Charter	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Request for an Engineering Compliance Officer to assist in large number of the customer requests related to the engineering issues	Jun. '16				0	#N/A
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	1	3	Low
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low

RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk					
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
PD1	Operational	Strategic Planning	Manager, Strategic Planning	Failure to provide accurate advice on planning matters.	Human Error. New staff. Outside of their role. Not keeping up to new changes legislation. Poor communication. Officer shopping (for the right answer). Poor policy and procedures.	Injury	N	Clear delegations of authority. Team work. Good communication. Spot checks on employee behaviour e.g. drug and alcohol. Induction process. Policy and procedures are up to date (12). Open office environment. Training and Development. Team meetings. Cross training - informal succession plan. Formal files electronic. Informal project leader. Planning advice also given in WRITTEN form only, and only sent after peer review checking by coordinator or manager.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	New officers all trained up in respect of the transition to the new Local Planning Scheme	Nov. '15	Nil.			0	#N/A
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff							0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					2	3	6	Moderate
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					2	3	6	Moderate
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					2	1	2	Low
PD2	Operational	Strategic Planning	Manager, Strategic Planning	Failure to comply with the legislative framework (State Planning)	Human Error: New Staff Outside of their role: Not keeping up to new changes in legislation Poor Communication: Officer shopping	Injury	N	Clear delegations of authority: Team work (applications go through senior planners), team meetings facilitate good communication of work requirements. Induction process for whole of CoC: Policy and procedures are up to date & stored electronically Open office environment: Decision-making is transparent and made available for public scrutiny Training & Development included in annual performance review: Cross training - informal succession plan A senior planner provides oversight of each new application: Senior planners also rotate every 3 weeks to initiate plans approvals	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Implement an induction procedure for Strategic Planning	Nil.			0	#N/A	
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff				3	1	3	Low	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A						0	#N/A		
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff				3	1	3	Low	
						Brand	Y			Catastrophic	5	Rare	1	Moderate	5	Manager				5	1	5	Moderate	
						Performance	Y			Serious	3	Rare	1	Low	3	Staff				3	1	3	Low	
PD3	Operational	Strategic Planning	Manager, Strategic Planning	Failure to conduct an accurate analysis on the feasibility of Land Development and projects funded through Developer Contributions	Length of time on projects, eg. 15 years. Market Risks	Injury	N	Conservative approach: Land Management Strategy Annual Review of contributions: Purchase software Estate Master.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	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.	Sept. '15			0	#N/A	
						Financial Loss	Y			Serious	3	Likely	4	Substantial	12	Director				3	2	6	Moderate	
						Asset Loss	Y			Critical	4	Possible	2	Moderate	8	Manager				4	2	8	Moderate	
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager				4	2	8	Moderate	
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff				2	2	4	Low	
						Performance	Y			Critical	4	Possible	2	Moderate	8	Manager				4	2	8	Moderate	
PD4	Operational	Strategic Planning	Manager, Strategic Planning	Failure to maintain accurate data and cartographic information	File corruption which is unrecoverable Held in word and Excel files Alter the database Willful misconduct Accidental misconduct Held on open /shared network drive	Injury	N	Geoff Amos attends GIS Service Unit Meetings Keeps informal backups Testing environments Training Up-to-date with software changes Documented Policy & Procedures Regular updates and reviews Lack of knowledge of staff	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	1. Review and formalise the process of database maintenance. 2. Confirm with IT their internal process.(IT has responsibility for data maintenance and recovery and business continuity)	Dependent on IT	Unknown			0	#N/A
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					3	2	6	Moderate
						Asset Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					3	2	6	Moderate
						Disruption	Y			Critical	4	Possible	2	Moderate	8	Manager		4	2	8	Moderate			
						Brand	Y			Minor	1	Possible	2	Low	2	Staff		2	1	2	Low			
						Performance	Y			Serious	3	Possible	2	Moderate	6	Manager		3	2	6	Moderate			
						Injury	N	Formal land management strategy. Communication - internally. Policy and procedures. Lesson learned. Systems able to identify misuse. Attend regular forums and meetings			#N/A		#N/A	#N/A	#N/A	#N/A	Preparation of new operational strategy for role	Dec. '15	Nil.	4	1	4	Low	
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff				3	1	3	Low	
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2	Staff				2	1	2	Low	

RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	Treatment Owner will be responsible for Treating the risk - Refer Table 4)	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)
PD5	Operational	Strategic Planning	Manager, Strategic Planning	Failure to protect the City's property interests in land and buildings through lease and licence management	No agreements Lack of internal oversight Lack of resources Lack of knowledge/intelligence of land use Confusion on jurisdiction internally	Disruption	Y	and provide feedback. Community feedback. Public Liability Insurance. Continue to remind responsible staff which sit OUTSIDE the Strategic Planning division about when leases are due for renewal/renegotiation. All costs associated with payment of leases manage by Finance and Accounting team.Restructure of community leasing and licencing function to within the Strategic Planning Business Unit	Effective	Disruptive	2	Rare	1	Low	2	Staff	Accept	Preparation of Council report and proforma leasing and licencing documents	Feb. '16	Nil.	2	1	2	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
PD6	Operational	Strategic Planning	Manager, Strategic Planning	Failure to collect and apply funds collected via developer contributions in accordance with the statutory requirements	Lack of understanding of the regulatory requirements Potentially deliberate without a proper understanding	Injury	N	Policy and procedures Awareness Manager Meetings Management plans KPI's - internal and external Sign off by others. Incoming cheques are only accepted once an invoice has been generated. Strategic planning ensure updated fees are adopted as part of annual budget process. Ensure information is on agenda item for council decision	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Ensure that finance directorate deal with collected developer contribution funds consistent with the established procedure which is contained within the staff intranet.	Dec. '15	Nil.			0	#N/A
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					4	1	4	Low
						Asset Loss	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Brand	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
PD7	Operational	Strategic Planning	Manager, Strategic Planning	Failure to obtain community support for strategic planning functions	Poor consultation with the community. Poor approach to formulation of strategic ideas. Poor governance of strategic planning function	Injury	N	Clear delegations of authority Team work Good communication Policy & Procedures are up to date (12) Training & Development Team meetings Cross training - informal succession plan Formal files electronic Informal project leader Planning advice also given in WRITTEN form only, and only sent after peer review checking by Co-ordinator or Manager Detailed consultation planning for projects	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	Continue to learn and reflect on previous proposals, opportunities to learn and implement improvements through each iteration.	Ongoing	Nil.			0	#N/A
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					4	1	4	Low
						Asset Loss	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Brand	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff							0	#N/A
PD8	Operational	Statutory Planning	Manager, Statutory Planning	Failure to comply with the Planning legislation	Lack of staff understanding or knowledge of functions delegated Delegations not followed correctly	Injury	N	Mentoring of junior staff. Allocations process. Training of staff. Qualifications required. Formal process for complex issues and planning issues. Delegations Register	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	1. Enhance the monitoring and review process e.g. Formalise the mentoring - review process of junior staff for extended period. 2. Random audit of letters and advice. 3. Formal list of applications that should be crossed checked (new procedure)	Ongoing	Nil.			0	#N/A
						Financial Loss	Y			Disruptive	2	Rare	1	Low	2	Staff					2	1	2	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
PD9	Operational	Statutory Planning	Manager, Statutory Planning	Failure of City's Policies to be up to date and be enforceable in relation to planning applications	Lack of policy review	Injury	N	Ongoing policy review meetings within business unit and formalised two-yearly Policy review through DAPPS committee.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept	N/A	N/A	Nil.			0	#N/A
						Financial Loss	Y			Minor	1	Possible	2	Low	2	Staff							0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Brand	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2	Staff					1	2	2	Low

RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)					Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
PD10	Operational	Statutory Planning	Manager, Statutory Planning	Failure to provide a timely response to planning applications	Lack of staff resourcing or inefficient processing by staff Loss of records system (ECM - critical application). Loss of Tech 1 and GIS systems.	Injury	N	Officers reporting weekly on status of applications to Coordinator to monitor compliance with statutory timeframes. Coordinator to reallocate applications if there is an indication that statutory timeframes may not be met. Revert to a paper based application process in an extended outage..	Effective		#N/A		#N/A	#N/A	#N/A	Accept	N/A	N/A	Nil.			0	#N/A	
						Financial Loss	Y			Minor	1	Possible	2	Low	2					Staff			0	#N/A
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low
PD11	Operational	Statutory Planning	Manager, Statutory Planning	Failure to have clear and documented enforcement processes and procedures to control and enforce compliance with planning legislation within the City	Lack of compliance staff resourcing or compliance staff not following established processes and procedures	Injury	N	Additional compliance resourcing, established processes and procedures set up. Planning Compliance Policy Dedicated Compliance Officers	Effective		#N/A		#N/A	#N/A	#N/A	Accept	New Master Compliance sheet to be monitored by Coordinator and reported on fortnightly.	Ongoing	Nil.			0	#N/A	
						Financial Loss	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Disruptive	2	Possible	2	Low	4					Staff	2	2	4	Low
						Performance	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low
PD12	Operational	Statutory Planning	Manager, Statutory Planning	Failure to provide timely and accurate advice to customers on statutory planning matters	Ineffective time management by staff. Lack of staff knowledge.	Injury	N	Ensure staff are aware of and following COC customer service charter. Customer Service Roster in Service Unit City's Customer Request System	Effective		#N/A		#N/A	#N/A	#N/A	Accept	N/A	N/A	Nil.			0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low
						Performance	Y			Minor	1	Possible	2	Low	2					Staff	1	2	2	Low
PD13	Operational	Statutory Planning	Manager, Statutory Planning	Failure to respond to Applications lodged in the State Administrative Tribunal	Human error System error	Injury	N	Hard copies of correspondence provided to the Service Unit established through internal process Notification that correspondence has arrived through ECM task	Effective		#N/A		#N/A	#N/A	#N/A	Accept	N/A	N/A	Nil.			0	#N/A	
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low
						Performance	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low
PD14	Operational	Building Services	Manager, Building	Failure to meet Statutory timeframes for building services offered	Require improved automated system to generate notifications. Failure of other business units to provide timely advice. Human Error.	Injury	N	Part automated system of tracking time frames (reliance in part on human input) under development. Graphical content of open and closed applications. Timeline graph.	Basic		#N/A		#N/A	#N/A	#N/A	Likelihood/Consequence	1. Finalise automated reminder system for Building Permits etc., make available to all admin & building surveyors desktops. Arrange desk top graphs. 2. Development of a formalised procedure 3. Training / additional resources.	Jun. '16	\$13K			0	#N/A	
						Financial Loss	Y			Minor	1	Likely	4	Low	4					Staff	1	1	1	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Minor	1	Rare	1	Low	1					Staff	1	1	1	Low
						Brand	Y			Serious	3	Possible	2	Moderate	6					Manager	1	1	1	Low

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RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks					Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review			
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
						Performance	Y			Disruptive	2	Rare	1	Low	2	Staff					1	1	1	Low
PD15	Operational	Building Services	Manager, Building	Incorrect professional building advice and general building administrative advice	Human error. Out of date Manuals / standards. Inadequate training.	Injury	Y	Monthly meetings. Industry bulletins. Annual conferences/networking. Professional workshops (BCA seminars). Training records. Qualifications up date. AIBS training. Council insurance.	Effective	Catastrophic	5	Rare	1	Moderate	5	Manager	Change Likelihood	Update the manuals.	Ongoing		5	1	5	Moderate
						Financial Loss	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low
						Asset Loss	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					3	1	3	Low
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager					4	1	4	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff					1	1	1	Low
PD16	Operational	Building Services	Manager, Building	Failure to comply with the Building Act legislation	State Government and the Building Commission making legislative changes.	Injury	N	Staff training. Qualified staff. Upgrade of IT systems e.g. CI Transition period.	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Change Likelihood	Allow for staff overtime as required.	Ongoing				0	#N/A
						Financial Loss	Y			Serious	3	Likely	4	Substantial	12	Director					3	2	6	Moderate
						Asset Loss	Y			Minor	1	Rare	1	Low	1	Staff					1	1	1	Low
						Disruption	Y			Serious	3	Likely	4	Substantial	12	Director					3	2	6	Moderate
						Brand	Y			Disruptive	2	Possible	2	Low	4	Staff					2	1	2	Low
						Performance	Y			Serious	3	Likely	4	Substantial	12	Director					3	2	6	Moderate
PD17	Operational	Building Services	Manager, Building	Inability to attract and retain existing staff.	Under supply of available building staff. Private Industry attraction and conditions. Lack of formal training (WA)	Injury	N	City of Cockburn provides favourable work place and conditions e.g. reasonable wages for staff.	Basic		#N/A		#N/A	#N/A	#N/A	#N/A	Likelihood/Consequence	Budget for temporary staff as required	Ongoing				0	#N/A
						Financial Loss	Y			Disruptive	2	Possible	2	Low	4	Staff					2	2	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Catastrophic	5	Possible	2	Substantial	10	Director					2	2	4	Low
						Brand	Y			Minor	1	Rare	1	Low	1	Staff					2	2	4	Low
						Performance	Y			Critical	4	Likely	4	High	16	The Executive					2	2	4	Low
PD18	Operational	Building Services	Manager, Building	Inability to effectively and consistently define and provide advice in reference to bushfires prone areas	No defined bushfire prone areas as yet. No consistent applied methodology. Planning dealing in silo approach for bushfire plans. Lack of consistent information to residents. Lack of internal understanding regarding Bushfire	Injury	Y	Fire Management Plans on the layer by planning e.g. GIS layer & System Alerts. Internal position paper by council. AS 3959.	Basic	Catastrophic	5	Possible	2	Substantial	10	Director	Likelihood/Consequence	1. Properly defining Bushfire prone areas with statutory options - recognise within town planning scheme. 2. Other service units develop a communication strategy to residents in a bushfire prone areas. 3. Consider staffing with specialised knowledge. 4. Promptly implement State based requirements when gazetted.	TBD State Govt.		5	1	5	Moderate
						Financial Loss	Y			Critical	4	Possible	2	Moderate	8	Manager					4	1	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A	#N/A							0	#N/A
						Disruption	Y			Serious	3	Possible	2	Moderate	6	Manager					3	1	3	Low
						Brand	Y			Critical	4	Possible	2	Moderate	8	Manager					3	1	3	Low
						Performance	Y			Disruptive	2	Possible	2	Low	4	Staff					3	1	3	Low
PD19	Operational	Environmental Health	Manager, Environmental Health	Failure of food businesses to provide	Lack of skills and knowledge in the safe handling, storage and	Injury	Y	Ensure compliance with the Food Act and food safety standards through routine Food Premises Risk Assessments and routine Food	Effective	Critical	4	Possible	2	Moderate	8	Manager	Assess			Operational	4	2	8	Moderate
						Financial Loss	Y			Serious	3	Possible	2	Moderate	6	Manager							0	#N/A
						Asset Loss	Y			Serious	3	Possible	2	Moderate	6	Manager					4	2	8	Moderate

RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review				
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)		Treatment Owner	Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk				
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)	
PD19	Operational	Environmental Health	Manager, Environmental Health	Businesses to provide safe food	The safe handling, storage and sale of food to the public Non-compliance with the Food Act and related food safety standards	Disruption	N	Monitoring Provision of Food Safety Training	Effective		#N/A		#N/A	#N/A	#N/A	#N/A	Accept			Budget			0	#N/A
						Brand	Y			Serious	3	Possible	2	Moderate	6	Manager					4	2	8	Moderate
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
PD20	Operational	Environmental Health	Manager, Environmental Health	Failure to provide safe public buildings and safe public events	Building collapse Crown crush Fire Unsafe equipment/structures	Injury	Y	Routine Public Building Risk assessments to ensure compliance with requirements Assessment of all significant public events to ensure compliance with requirements	Effective	Critical	4	Rare	1	Low	4	Staff	Accept				4	1	4	Low
						Financial Loss	Y			Critical	4	Rare	1	Low	4	Staff					4	1	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
											#N/A		#N/A	#N/A	#N/A							0	#N/A	
PD21	Operational	Environmental Health	Manager, Environmental Health	Failure to provide safe water quality for Public Aquatic Facilities	Non-compliance with provisions of Aquatic Facility Legislation Contamination	Injury	Y	Inspections of all facilities on a regular basis and the monthly testing of water quality to ensure compliance with Codes of Practice.	Effective	Serious	3	Rare	1	Low	3	Staff	Accept			Operational Budget	4	1	4	Low
						Financial Loss	Y			Serious	3	Rare	1	Low	3	Staff					4	1	4	Low
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	Y			Serious	3	Rare	1	Low	3	Staff					4	1	4	Low
						Brand	Y			Serious	3	Rare	1	Low	3	Staff					4	1	4	Low
						Performance	Y			Serious	3	Rare	1	Low	3	Staff					4	1	4	Low
											#N/A		#N/A	#N/A	#N/A							0	#N/A	
PD22	Operational	Environmental Health	Manager, Environmental Health	Failure to control disease outbreaks (other than from food)	Mosquito-borne diseases Legionnaires disease Prevalence of Enteric diseases Asbestos related diseases	Injury	Y	Developed mosquito management plan. Identify breeding sites. Implement agreed eradication plan Ensure that businesses with cooling towers comply with appropriate Health Legislation. Keep a register of Cooling Towers located within the City Ensure that all waste water systems (other than the Minister's sewer) are installed and operated to comply with Health Legislation, and all waste water is disposed of safety Ensure that all ACM is handled and disposed of to comply with Health Legislation	Effective	Critical	4	Possible	2	Moderate	8	Manager	Accept			Operational Budget	4	2	8	Moderate
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
											#N/A		#N/A	#N/A	#N/A							0	#N/A	
PD23	Operational	Environmental Health	Manager, Environmental Health	Failure to implement sound health promotion strategies to reduce the incidence on non communicable lifestyle diseases amongst the community	Obesity - due to poor nutrition choices and lack of exercises Diabetes Heart disease	Injury	Y	Health Promotion initiatives, Heal Program, Be Active Cockburn , Food Cents Program	Basic	Critical	4	Possible	2	Moderate	8	Manager	Accept			Operational Budget	4	2	8	Moderate
						Financial Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Asset Loss	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Disruption	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Brand	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Performance	N				#N/A		#N/A	#N/A	#N/A							0	#N/A	
											#N/A		#N/A	#N/A	#N/A							0	#N/A	
						Injury	Y	Air pollution - Requirement for dust management plans for development	Critical	4	Possible	2	Moderate	8	Manager					4	2	8	Moderate	

RISK REGISTER - PLANNING AND DEVELOPMENT

Ref. No.	Establish the Context			Identify Risks				Analyse Risks				Evaluate Risks				Risk Treatment (Table 4)				Monitor & Review										
	Level of Context	Org Unit	Risk Owner	Risk Description	Casual Factors	Resulting In		Existing Controls	Control Effectiveness	Consequence	Likelihood		Level of Risk (Risk Matrix - Refer Table 3)	Treatment Owner		Risk Treatment (Table 4)	New Treatment Proposed	Implementation Due Date	Cost to Implement Treatment	Retained Risk										
	Operational / Strategic / Financial	Business Unit	Position	(Describe the Risk)	(A determining or casual element of factor)	(There are the consequences of Risk. Refer to Table 2)	Y/N	(How is the risk currently being mitigated?)		Description	Rating	Description	Rating	Description	Rating	(What is the risk treatment?)	(Identify any new or additional controls)	(When is to be implemented?)	(\$ to be allocated)	Consequence	Likelihood	Level of Risk	Description (What is the risk retained after implementation of the proposed treatment?)							
PD24	Operational	Environmental Health	Manager, Environmental Health	Failure to ensure that properties and businesses do not cause pollution	Development sites/Housing Subdivisions Industrial premises Noise pollution	Financial Loss	N	Effective			#N/A	#N/A	#N/A	#N/A	#N/A	Accept				Operational Budget			0	#N/A						
						Asset Loss	N															#N/A	#N/A	#N/A	#N/A			0	#N/A	
						Disruption	N															#N/A	#N/A	#N/A	#N/A	#N/A			0	#N/A
						Brand	Y															#N/A	#N/A	#N/A	#N/A			0	#N/A	
						Performance	N															#N/A	#N/A	#N/A	#N/A			0	#N/A	
PD25	Operational	Environmental Health	Manager, Environmental Health	Failure to monitor and maintain Council owned contaminated land	General pollution - Waste disposal / old landfill sites	Injury	Y	Effective		Critical	4	Rare	1	Low	4	Accept				Specific Budget	3	1	3	Low						
						Financial Loss	Y			Critical	4	Rare	1	Low	4						Staff	4	1	4	Low					
						Asset Loss	Y			Disruptive	2	Rare	1	Low	2						Staff	2	1	2	Low					
						Disruption	Y			Critical	4	Rare	1	Low	4						Staff	4	1	4	Low					
						Brand	Y			Disruptive	2	Rare	1	Low	2						Staff	5	1	5	Moderate					
						Performance	Y			Minor	1	Rare	1	Low	1						Staff	1	1	1	Low					

QUOTATION DOCUMENT

EXTERNAL AUDIT SERVICES

2012 – 2015
(4 Years)

CITY OF COCKBURN

QUOTATION NO: QRP 02/2012

MACRI



PARTNERS

Certified Practising Accountants



INDEX

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Certified Practising Accountants

29 February 2012

The Manager Financial Services
City of Cockburn
PO Box 1215
BIBRA LAKE DC
Western Australia 6965

Dear Sir

EXTERNAL AUDIT SERVICES
2012 – 2015 FINANCIAL YEARS (4 YEARS)

We submit our Quotation document for the provision of external audit services to the City of Cockburn for a period of 4 years commencing 1 July 2011 to 30 June 2015 with the City having the option to extend by a further one (1) year period.

We wish to highlight some of the reasons why we believe our firm would be suitably qualified to undertake this engagement.

SERVICES TO LOCAL GOVERNMENT

(a) We are the current auditors for:

- | | |
|-----------------------|---|
| - City of Armadale | - Shire of Mundaring |
| - City of Bayswater | - Shire of York |
| - City of Belmont | - Town of Bassendean |
| - City of Canning | - Town of East Fremantle |
| - City of Melville | - Town of Mosman Park |
| - City of Nedlands | - Town of Cambridge |
| - City of South Perth | - Town of Victoria Park |
| - City of Swan | - Tamala Park Regional Council |
| - City of Vincent | - Eastern Metropolitan Regional Council |
| - Shire of Cunderdin | - Western Metropolitan Regional Council |
| - Shire of Kalamunda | |

Some of these Councils have received varying levels of assistance with the preparation of statutory budgets and financial reports.

(b) Our firm is also appointed by the following Local Government authorities to carry out the internal audit/review:

- City of Bayswater
- City of Belmont
- City of South Perth
- Town of East Fremantle

We have previously undertaken internal audit services for Town of Bassendean, Town of Mosman Park, City of Vincent, Town of Cambridge, City of Swan and Eastern Metropolitan Regional Council.

PARTNER AND STAFF

The Audit Partner, Mr Tony Macri has completed a term as a Councillor (1992 – 1995) for the City of Fremantle. As a result of his holding of this position Mr Macri has gained valuable insight into the operations of the Local Government.

The firm uses senior staff on most engagements. Our audit staff are well qualified and have been extensively involved in Local Government audits. The Audit Manager has worked as the Accountant for the City of South Perth for 9 years, prior to joining Macri Partners in June 1995.

OTHER SERVICES

In addition to audit and accounting services, Macri Partners offer a range of other services, this includes:

Taxation

- General
- PAYG Withholding
- Superannuation
- Fringe Benefits Tax
- Goods and Services Tax

Management/Consulting

- Staff Selection
- Systems Review and Implementation
- Cash Flow Budgets

Internal Audit/Review

Investigations



Please note that as a service to our clients, we do provide assistance and advice on various matters at no cost to Council, if the advice can be provided over the telephone and can be addressed in a reasonable time.

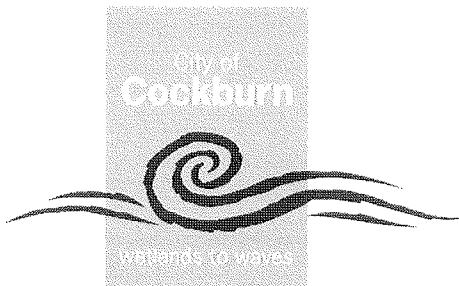
Should you require any further information, please do not hesitate to contact Mr Anthony Macri, Audit Partner.

Yours faithfully



ANTHONY MACRI
AUDIT PARTNER



PART 3**RESPONDENT'S OFFER – COMPLETE & RETURN THIS PART****RESPONDENT'S OFFER****QUOTATION form**

The Manager – Financial Services
City of Cockburn
nmauricio@cockburn.wa.gov.au

I ANTHONY MACRI – REGISTER COMPANY AUDITOR OF MACRI PARTNERS
(COMPANY NAME – BLOCK LETTERS)

(TRADING NAME – BLOCK LETTERS)

Of SUITE 2, 137 BURSWOOD ROAD, BURSWOOD WA 6100
(ADDRESS)

ABN: 83 272 462 457 ACN (if any) _____

GST Registered: YES / NO

Telephone No: (08) 9470 4848 Facsimile No: (08) 9470 4849

Mobile No: 0413 120 170

Website (if any): WWW.MACRIPARTNERS.COM.AU

Email: MAIL@MACRIPARTNERS.COM.AU

IN RESPONSE TO: QRP 02/2012 – EXTERNAL AUDIT SERVICES

Name of Authorised Person (BLOCK LETTERS): ANTHONY MACRI

Position/Title: MANAGING PARTNER

Dated this 29TH day of FEBRUARY 20 12

Signature of Authorised Person (Optional): 

PART 3**RESPONDENT'S OFFER – COMPLETE & RETURN THIS PART****3.2 Selection criteria**

<p>Respondents shall provide information on the following to demonstrate their competency:</p> <ul style="list-style-type: none"> (a) Provide details of substantial experience in the delivery of external audit services to local governments; (b) Demonstrated excellence in customer service and meeting client's needs; (c) Capacity (financial, staffing and resourcing) to perform the role for the duration of the proposed Contract period; (d) Appropriately qualified and experienced audit staff; (e) Proven audit approach and methodology; and (f) Provision of an indicative timetable and the expected duration for completing the annual audit. <p>Supply details in an attachment and label it: "Demonstrated Competency".</p>		
	"Demonstrated Competency"	Attached Yes (Attachment 1)

3.3 Price schedule**A. LUMP SUM – EXTERNAL AUDIT SERVICES (Attachment 2)**

The Respondent shall price all years in the Price Schedule.

The prices entered shall fully cover all obligations of the Contractor under the Contract.

Task	Estimated No. of Hours	Unit	Amount
Auditing Services – Year 1	150	Per Annum	\$ 23,000
Auditing Services – Year 2	150	Per Annum	\$ 24,000
Auditing Services – Year 3	150	Per Annum	\$ 25,000
Auditing Services – Year 4	150	Per Annum	\$ 26,000
TOTAL LUMP SUM PRICE (Ex GST)			\$ 98,000
TOTAL GST COMPONENT			\$ 9,800
TOTAL LUMP SUM PRICE (Incl GST)			\$107,800

PART 3**RESPONDENT'S OFFER – COMPLETE & RETURN THIS PART****B. SCHEDULE OF RATES – OTHER AUDIT SERVICES (Attachment 3)**
(Normal Business Working Hours)

For additional services not specified in the Specification and for determining variations.

Respondents shall include the hourly rates for all Key Personnel that could be allocated to these services.

Line No	Description	Quotation Unit	Price Quoted (ex GST)	GST Component	Price Quoted (inc GST)
B1	Audit Partner	Per Hour	\$280	\$28	\$308
B2	Audit Manager	Per Hour	\$220	\$22	\$242
B3	Audit Senior	Per Hour	\$160	\$16	\$176
B4	Audit Assistant	Per Hour	\$120	\$12	\$132

Note: Extend table above as required and insert the Description.

The Principal offers no guarantee as to the quantity of the services required.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(a) EXPERIENCE – EXTERNAL AUDIT SERVICES TO LOCAL GOVERNMENT

Macri Partner's Audit Division provides an extensive range of audit services to a varied client base, ranging from small non-profit organisations to companies, Local Government Authorities and State Government bodies, partnerships, superannuation funds, trusts and individuals.

Our team has solid experience across a wide range of Cities, Towns and Shires in Western Australia which has provided us with significant knowledge of the issues affecting the Local Government industry, particularly from a financial perspective.

Macri Partners have offered a significant range of services to Local Government with the firm currently providing audit and other services to twenty one (21) Local Government Authorities. Some of these Local Government Authorities have also received varying levels of assistance with the preparation of statutory budgets and financial reports.

We are the current auditors of:

- City of Armadale
- City of Bayswater
- City of Belmont
- City of Canning
- City of Melville
- City of Nedlands
- City of South Perth
- City of Swan
- City of Vincent
- Shire of Cunderdin
- Shire of Kalamunda
- Shire of Mundaring
- Shire of York
- Town of Bassendean
- Town of Cambridge
- Town of East Fremantle
- Town of Mosman Park
- Town of Victoria Park
- Western Metropolitan Regional Council
- Eastern Metropolitan Regional Council
- Tamala Park Regional Council

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(a) EXPERIENCE – EXTERNAL AUDIT SERVICES TO LOCAL GOVERNMENT (cont'd)

Our firm was previously appointed by the following Local Government authorities to carry out statutory external audit:

- Town of Kwinana
- City of Cockburn
- City of Rockingham
- Shire of Serpentine-Jarrahdale
- Shire of Toodyay

The following Local Government authorities have appointed our firm to carry out the internal audit/review:

- City of Bayswater
- City of Belmont
- City of South Perth
- Town of East Fremantle

We have also undertaken internal audit/review services previously for the following Local Government authorities:

- City of Belmont
- City of Swan
- City of Vincent
- Shire of Kalamunda
- Shire of Mundaring
- Town of Bassendean
- Town of Cambridge
- Town of Mosman Park
- Eastern Metropolitan Regional Council

Our experienced audit division includes the Audit Partner of the firm who has completed a term as a Councillor with the City of Fremantle and the Audit Manager who has worked as the Accountant for the City of South Perth for 9 years, prior to joining Macri Partners in 1995. Our audit staff are well qualified and have been involved in Local Government audits, thus familiar with the provisions of Local Government Act and Regulations under that Act.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(b) DEMONSTRATED EXCELLENCE IN CUSTOMER NEEDS AND MEETING CLIENTS' NEEDS

Networking

Wherever possible we have facilitated networking between our local government clients. We have always worked with our clients towards meeting the deadlines and have assisted in achieving the outcomes.

Staff Continuity

We have enjoyed a period of continuity by our senior audit staff in the firm and consequently this has resulted in least disruptions to Council staff in the conduct of the audits.

Well Qualified and Experienced Staff

Our senior audit staff are well qualified and have been extensively involved in Local Government audits. The staff involved have a sound understanding of the provisions of the Local Government Act and Regulations under that Act. Drawing upon extensive industry knowledge, our approach is tailored to suit the size and nature of the City, aligning our objectives to your business strategies, goals and inherent risks. For the City, this means more efficient auditing services, ensuring an appropriate focus in the critical areas of its services.

Quality Assurance and Audit Quality

Our professional membership with CPA Australia, professional qualifications of all senior staff, ethics standards and public oversight form the basis for audit quality and drives our commitment to being progressive and innovative. Achieving high audit quality requires continuous improvements. Macri Partners adapts and enhances its audit methodology as new auditing standards are issued. This benefits our clients who require auditors to have sound knowledge of their industry and regularly keep up to date with the continually changing area of accounting and audit standards.

As an ongoing requirement, we have over the years, undergone regular Quality Assurance Reviews by the CPA Australia. In their opinion, the systems of quality control in place for our audit and taxation services have met the objectives of quality control standards of the Society and conform with the professional standards.

Our firm is committed to providing professional development training to the staff. In this respect our staff are required to attend relevant conferences and seminars conducted by the accounting bodies and other institutions. We have in-house professional development training enabling the transfer of knowledge and skills of staff to co-workers and promoting quality assurance within our firm.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(b) DEMONSTRATED EXCELLENCE IN CUSTOMER NEEDS AND MEETING CLIENTS' NEEDS (cont'd)

Communication

We understand the importance of regular communication with senior management to ensure that we deliver a service which is tailored to your requirements. Regular and on-going interaction with management is critical for the success of the external audit function. Working with management is a key feature of our service delivery and we have always worked closely with senior management to ensure they are aware of any issues that arise and ensure issues are rapidly resolved.

Testimonials

We are confident that we have provided our services to the satisfaction of several Local Government Councils. To support this view, we provide some references from various Local Government clients who can confirm their satisfaction of our service delivery.

References:

NAME	CLIENT	POSITION	CONTACT NUMBER	SEVICES PROVIDED
Mr A Maxwell	City of Armadale	Executive Director, Corporate Services	9399 0111	<ul style="list-style-type: none">▪ External Audit Services▪ Project Acquittals▪ Special Projects
Mr R Garrett	City of Belmont	Director, Corporate & Governance	9477 7230	<ul style="list-style-type: none">▪ External Audit Services▪ Project Acquittals▪ Internal Audit Review
Ms A Arapovic	City of Swan	Manager Financial Services	9267 9170	<ul style="list-style-type: none">▪ External Audit Services▪ Project Acquittals▪ Special Projects

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(c) CAPACITY TO PERFORM THE AUDIT ENGAGEMENT

Macri Partners is a CPA (Certified Practising Accountants) partnership. There are three (3) partners in the firm. The firm was formed in 1969.

There are currently twenty four (24) staff in the firm comprising nine (9) in the audit division and the remaining in the tax/accounting and support divisions. All audit staff are experienced in local government audits. Refer to the Organisation Structure (Page 12).

Macri Partners Audit Division provides an extensive range of audit services to a varied client base, ranging from non-profit organisations to companies, superannuation funds, trust funds, Local Government Authorities and State Government bodies.

The firm also provides tax, accounting and other services. Some of the services provided are listed below:

Taxation Advice

- General
- Fringe Benefits Tax
- PAYG Withholding
- Goods and Services Tax
- Superannuation

Management/Consulting

- Staff selection
- Systems review and implementation
- Cash flow budgets

Internal Audit/Review

Investigations

The firm has a solid client base and its financial position is sound with continued growth in business through quality of services provided over the years.

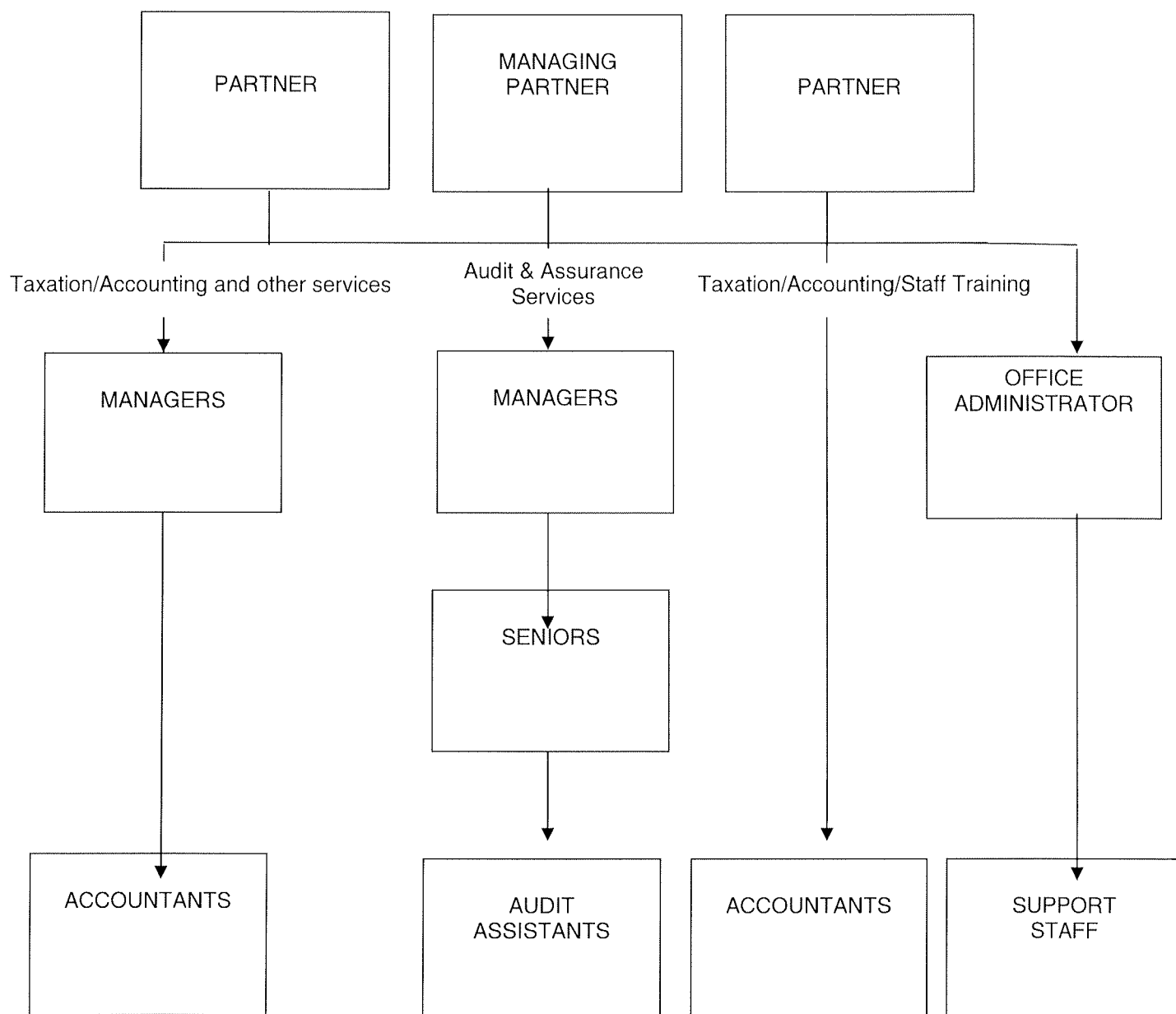
Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(c) CAPACITY TO PERFORM THE AUDIT ENGAGEMENT (cont'd)

ORGANISATION STRUCTURE

MACRI PARTNERS



Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(d) SKILLS AND EXPERIENCE OF KEY PERSONNEL

The firm uses senior staff on most engagements. Our audit staff are well qualified and have extensive involvement in Local Government audits.

NOMINATED AUDITOR

Nominated person for appointment as City's Auditor
(qualified in accordance with Section 7.3(3) of the Local Government Act 1995):

ANTHONY MACRI (Registered Company Auditor No: 14034)

Mr Macri is the Managing Partner of the firm, Macri Partners.

ANTHONY MACRI (AUDIT PARTNER)

Registered Company Auditor
2 Braydon Road, ATTADALE W.A. 6156
Business Telephone No. (08) 9470 4848.

Our experienced audit division includes the Audit Partner of the firm who has completed a term as a Councillor with the City of Fremantle (1992 –1995).

Mr Anthony Macri has 40 years of extensive experience in all facets of auditing and taxation. Other areas of expertise include corporate consultancy and tax planning, investigations, management consultancy and also business systems review and implementations.

Qualifications:

Memberships of professional bodies include:

- Fellow of the CPA Australia
- Fellow of the Taxation Institute of Australia
- Fellow of the Institute of Directors in Australia

Mr Macri holds the following registrations:

- Registered Tax Agent
- Registered Auditor – Australian Securities & Investments Commission

Mr Macri has been in public practice since 1968 having worked with the following accountancy firms in both the audit and taxation areas:

- W Hayes & Co
- Bentley Wheeler Cartledge & Co
- Binder Hamlyn & Co

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(d) SKILLS AND EXPERIENCE OF KEY PERSONNEL (cont'd)

In 1984, Mr Macri joined Barrett & Partners (now Macri Partners) as the Audit Partner. Mr Macri was the only qualified accountant sitting on the Perth Zoological Gardens Board from January 1992 to March 1995. During this time, Mr Macri was responsible for reviewing and implementing the Internal Audit Programme.

Mr Macri was involved in the audit of the City of Perth from 1968 to 1979. In 1979, Mr Macri was called in by the Perth City Council to assist in the preparation of the final accounts of the Council.

Mr Macri will be the partner responsible for the overall conduct and supervision of all staff on the audit.

S MENON (SENIOR MANAGER – AUDIT & ASSURANCE)

19 Burdett Retreat, MURDOCH W.A. 6150

Business Telephone No. (08) 9470 4848

Menon is the Senior Manager – Audit & Assurance in the firm with over 40 years practical experience in all facets of auditing and accounting services. He has worked as the Accountant for the City of South Perth for 9 years, prior to joining the firm in 1995.

Qualifications:

Menon's formal qualifications are:

- Chartered Accountant (Australia)
- Bachelor of Commerce (India)
- Diploma in Accountancy (Australia)
- Municipal Treasurers Certificate (Australia)

Menon holds the following registrations:

- Registered Tax Agent

He gained this broad ranging experience in all areas of audit, accountancy, taxation and financial services while holding senior positions with a number of large Chartered Accounting firms (including Manager – Audit & Assurance at Ernst & Young). Audit clients included public and private companies and government authorities.

Menon has, over the years, assisted a number of Local Government Councils with the preparation of statutory budgets and financial reports.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(d) SKILLS AND EXPERIENCE OF KEY PERSONNEL (cont'd)

TERRY TAN (MANAGER – AUDIT & ASSURANCE)

Terry is the Manager – Audit & Assurance in the firm with over 35 years practical experience in all facets of auditing and accounting services (professional and commercial environment).

Qualification:

Terry's formal qualification is:

- Bachelor of Business Degree (Curtin University) - Accounting Major

Terry had three years service with Coopers & Lybrand as an Audit Senior. Over the years, he worked with a number of private enterprises in both Australia and overseas.

Terry joined the Macri Partners in July 1989 and has been with the firm for over 20 years. He is involved in most of the audits for which the firm is responsible. Throughout his career, he has taken particular interest in the continually changing area of accounting and audit standards and how this affects the firm's clients.

Terry has substantial expertise in, and a deep knowledge of, various industries from an audit and accounting perspective. These include Local Government, Financial Services, Manufacturing, Importation, Aged care and Freight forwarding sectors.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(d) SKILLS AND EXPERIENCE OF KEY PERSONNEL (cont'd)

MIT GUDKA (AUDIT SUPERVISOR/SENIOR)

Mit is the Audit Supervisor/Senior in the firm with close to 6 years practical experience in all facets of auditing and accounting services. Mit joined Macri Partners in March 2006 in the Audit and Assurance division.

Mit has obtained considerable experience in providing audit services to varied client base, ranging from clubs and not-for-profit organisations to large private and unlisted public companies, aged care associations, trust accounts for estate agents, solicitors and settlement agents, local government authorities and state government bodies.

The scope of such experience has also included:

- Financial External Audits;
- Internal Audit/Financial Management Reviews;
- Grant Acquittals;
- Operational Audits; and
- Compliance Audits.

His core expertise is audit and assurance and financial reporting.

Qualifications:

Mit's formal qualifications are:

- Chartered Accountant (Australia)
- Bachelor of Commerce (Curtin University of Technology, Western Australia)

JASON KOH (AUDIT SENIOR)

Jason joined Macri Partners in October 2006 in the Audit and Assurance division. Since joining, Jason has considerable experience in providing audit services to varied client base, ranging from small non-profit organisations to large private and public unlisted companies and local government authorities.

Jason has extensive experience in both commercial and public practice. He was formerly an Audit Senior with Ernst & Young in Kuala Lumpur, Malaysia. He was also a Financial Controller/Accountant of an established company for 12 years in Malaysia. His core expertise is audit and assurance and financial reporting.

Qualifications:

Jason's memberships of professional bodies include:

- CPA Australia
- Association of Chartered Certified Accountants, UK (ACCA)
- Malaysia Institute of Accountants (MIA)

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(d) SKILLS AND EXPERIENCE OF KEY PERSONNEL (cont'd)

ROMESH PERERA (AUDIT SENIOR)

Romesh joined Macri Partners in January 2011 in the Audit and Assurance division. Prior to joining the firm, Romesh spent 5 years working with Grant Thornton (Chartered Accountants). During his tenure with Grant Thornton, he worked on a wide range of audit and assurance engagements for clients in the private and non-profit sectors including Government (State and Local), Aged Care, Education, Financial Services, Manufacturing and Incorporated Associations.

His core expertise is audit and assurance and financial reporting.

Qualifications:

Romesh's formal qualifications are:

- CPA Australia (Associate Member)
- Bachelor of Arts (Honours) in Accounting and Finance
(University of Greenwich – UK)

OTHER AUDIT STAFF

Other audit staff are available in the firm to assist key personnel.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(e) AUDIT METHODOLOGY AND APPROACH

General outline of Auditors methodology

OVERVIEW

The audit approach undertaken by Macri Partners is that of a "Risk Based Audit", which incorporates the following phases:

- ◆ Initial Planning
- ◆ Systems Review and documentation, including the EDP environment
- ◆ Risk and Control Evaluation and Programme Compilation
- ◆ Programme Execution
- ◆ Reporting

During the course of the entire audit, the working papers would be subject to continuous review by the audit manager in charge and after the completion of each audit visit the file would be reviewed by the audit partner, to consider closely the results of the work and make provisions for:

- ◆ any further work on transactions which may be necessary, and
- ◆ any amendments considered necessary to the proposed audit tests following the results.

(i) INITIAL PLANNING

Adequate advance planning and control throughout the course of the audit are essential for the audit to be efficient. Planning covers not only the budgeting, timing and staffing, but also the extent and nature of the audit work.

The planning function would therefore:

- ◆ identify in advance factors, circumstances and problems of significance to the audit (including assessments of audit risk and materiality) based on the assessment of client's control environment.
- ◆ decide on the most effective audit approach based on the above.
- ◆ project the timing of the various stages of the audit by reference to the clients requirements and other commitments.
- ◆ ascertain the appropriate grade of staff required and ensure that they are available at the time required.
- ◆ project and control the cost of the audit by the use of budgets.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(e) AUDIT METHODOLOGY AND APPROACH (cont'd)

(ii) SYSTEMS REVIEW AND DOCUMENTATION

A review of the client's auditable areas would be undertaken to evaluate the internal controls present in the system.

More specifically, our approach would be to:

- ◆ ascertain and record the client's key controls existing in the significant auditable areas;
- ◆ make a provisional evaluation of the controls, and, if the provisional evaluation is favourable;
- ◆ place reliance on the results of any internal audit work, where appropriate, before;
- ◆ testing that the controls have been operating satisfactorily; and then
- ◆ confirm or downgrade the provisional evaluation in the light of the results of the above.

(iii) RISK AND CONTROL EVALUATION, PROGRAMME COMPILATION AND TESTING

Our evaluation is designed to focus audit attention on key risk areas as well as identifying the significant auditable areas.

Based on the evaluation of risk assessment and the system of internal control we would formulate our audit programme to enable the formation of the required opinions and reporting of appropriate matters through the obtaining of the minimum amount of audit evidence. The approved programme would be tested to ensure that it would provide the desired result. The presence or absence of relevant controls would determine the extent of our testing of transactions and balances.

In addition, analytical review techniques would be employed where considered appropriate.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(e) AUDIT METHODOLOGY AND APPROACH (cont'd)

(iv) PROGRAMME EXECUTION

This stage of the audit would involve:

- ◆ testing of transactions and balances - **we would envisage interim audit visit during the year.** Any weaknesses, discrepancies or departures would be reported.
- ◆ **final audit - we would envisage that the final audit visit would be undertaken as soon as we are advised that the accounts have been balanced and draft annual financial statements have been prepared.**

(v) REPORTING

Any significant issues arising during the course of the audit will be discussed and reported.

Reporting at the conclusion of our final audit visit would involve the following process:

- ◆ formation of an opinion in accordance with provisions of the Local Government Act, Regulations under that Act and, applicable Accounting Standards.
- ◆ reporting of audit findings, significant control weaknesses, legislative non-compliance matters and other relevant matters.

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(e) AUDIT METHODOLOGY AND APPROACH (cont'd)

We will produce an audit report as required by section 7.9 of the Local Government Act 1995 and, if considered appropriate, a management report, that addresses all of the following areas:

Critical Audit Areas

Revenue

- Rates revenue
- Government grants
- User pays revenue
- Profit on sale of non-current assets
- Other income
- Third party revenue collection

Expenditure

- Salary and wage costs
- Depreciation
- Materials and contract expenditure
- Loss on sale of non-current assets
- Insurances
- Bad debts
- Other expenditure

Current Assets

- Cash and cash equivalents and financial investments
- Receivables and prepayments
- Inventory

Non-Current Assets

- Property, plant, furniture and equipment
- Infrastructure and depreciation
- Other receivables

Liabilities (Current and non-current)

- Creditors and accruals
- Loan borrowings including new loans raised
- Provision for employee entitlements

Reserve Funds

Contingent liabilities

Capital commitments

Accounting Policies and Notes to the Financial Statements

Statement of Cash Flows

Rate Setting Statement

Financial Ratios

Any other statutory obligations

Attachment 1

3.2 SELECTION CRITERIA - DEMONSTRATED COMPETENCY

(f) INDICATIVE TIMETABLE AND EXPECTED DURATION

AUDIT VISIT AND TIME ALLOCATIONS

We envisage that the duration of our audit visits would be as follows:

Interim	March – June *	3 Days	Audit Senior
		3 Days	Audit Assistant
		2 Days	Audit Manager
		1 Day	Audit Partner
Final	September – October *	4 Days	Audit Senior
		3 Days	Audit Assistant
		3 Days	Audit Manager
		1 Day	Audit Partner
TOTAL		<u>20 Man Days</u>	

*** Specific timing of our audit visits will be finalised with management.**

We should be able to commence our final audit within two weeks of notification of Financial Statements being ready and provide the audit report within one week of completion of the audit.

Attachment 2

3.3 PRICE SCHEDULE

A. LUMP SUM – EXTERNAL AUDIT SERVICES

Based on our estimated time to carry out the audit, we envisage the staffing would be as follows:

<u>Staffing</u>	<u>No of Hours</u>	<u>Hourly Cost</u> (ex GST)	<u>Total Cost</u> (ex GST)
Partner	15	\$280	\$ 4,200
Manager	38	\$220	\$ 8,360
Senior	52	\$160	\$ 8,320
Assistant	<u>45</u>	<u>\$120</u>	<u>\$ 5,400</u>
	<u>150</u>		<u>\$ 26,280</u>

QUOTED PRICE:

We believe that the above hours would be required to undertake the audit of the Council. However, with our knowledge of the local government systems and with our experienced staff who are familiar with the Council's audit, we will be able to discount our fee, without reducing the hours, and perform the audit at the following fees:

<u>Years</u>	<u>Price Tendered</u> (ex GST)	<u>GST</u>	<u>Price Tendered</u> (inc GST)
2011/2012	\$ <u>23,000</u>	\$ <u>2,300</u>	\$ <u>25,300</u>
2012/2013	\$ <u>24,000</u>	\$ <u>2,400</u>	\$ <u>26,400</u>
2013/2014	\$ <u>25,000</u>	\$ <u>2,500</u>	\$ <u>27,500</u>
2014/2015	\$ <u>26,000</u>	\$ <u>2,600</u>	\$ <u>28,600</u>

2015/2016 (optional) - on request by the City

Note: The fee includes the audit of the Concise Financial Report.

Attachment 3

3.3 PRICE SCHEDULE

B. SCHEDULE OF RATES – OTHER AUDIT SERVICES

Services may be required by the Council for specific projects (grant acquittals, etc) **as indicated in the Quotation Specification** and other services relating to provision for technical advice, tax advice (GST and FBT) and such like.

Depending on the size and complexity of the services we would envisage the use of either partner, manager, senior or assistant.

The hourly rates by staff are:

(Note: This is in accordance with our WALGA Preferred Supplier Agreement)

Position	Rate per Hour (Ex-GST)	GST	Rate per Hour (Inc-GST)
Audit Partner	\$280	\$28	\$308
Audit Manager	\$220	\$22	\$242
Audit Senior	\$160	\$16	\$176
Audit Assistant	\$120	\$12	\$132

The above rates are fixed for a minimum term of 12 months from the commencement of the contract. Thereafter, the hourly rates for each personnel will be increased each financial year by CPI or \$5, whichever is the greater.

Audit Committee Representation:

The Audit Partner or his Representative may attend the Audit Committee meetings as and when requested. Fee will be charged based on an hourly rate as disclosed above.

We wish to point out that as part of our audit service, we would provide at no cost to the Council answers to taxation and other queries which could be provided over the telephone and within a reasonable time frame.

City of Cockburn

Procurement Improvements Internal Audit

October 2015

Final report

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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 23 June 2015, 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.

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1. Introduction

As part of the City of Cockburn's 2014/15 Internal Audit activity, Deloitte undertook an assessment of the City's progress in addressing issues and recommendations raised in previous audits and reviews on the City's procurement function.

The internal audit also contributes to the City's obligations under Section 5(2)(c) of the Local Government (Financial Management) Regulations 1996, which requires the Chief Executive Officer to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures of the Local Government regularly (and not less than once in every four financial years) and report to the Local Government the results of those reviews.

2. Purpose and scope

The internal audit assessed the City's progress in implementing action plans designed to address the opportunities for improvement and recommendations raised (38 in total) in the following audits and reviews of the City's procurement function, conducted during 2012 and 2013:

- Deloitte Fraud Control and Risk Assessment (January 2012)
- Deloitte Procurement Internal Audit (November 2012)
- CCC Procurement Audit (January 2013)
- RMRI High level operational risk review (September 2013).

Additional context

- A total of 38 procurement-related improvement opportunities and action plans were identified through those four audits and reviews
- The dedicated Procurement function currently consists of five staff members and one vacant role, which is expected to be filled
- The City's annual procurement expenditure approximates \$70m, which is comprised of approximately 8,000 to 10,000 transactions per annum.

Our work considered:

- The City's records of its progress with the implementation of action plans to address each recommendation/opportunity for improvement
- Advice and representations from the City's management and staff regarding specific actions or explanations relevant to each recommendation/opportunity for improvement
- Evidence of relevant actions being implemented.

Where necessary, testing was performed to validate the implementation of a new control.

Consideration was also given to any further improvement opportunities evident in the City's current and proposed procurement function and model.

3. Work performed

The following approach was applied to this assignment. We:

- Confirmed through discussion that the Manager Financial Services and Strategic Procurement Manager have an understanding of the actions taken to address each recommendation/opportunity for improvement

- Examined and understood available reports, papers or references, which describe actions taken to address each recommendation/opportunity for improvement
- Understood the objectives and status of the City's 2014-2017 Strategic Procurement Plan
- Considered the impact of modifications to the City's procurement structure and model implemented from 2013 onwards
- Obtained copies of updated policies, procedures and relevant supporting references
- Walked through updated processes and procedures to determine whether those processes and procedures have been implemented. Our work was limited to assessing the implementation of actions and not the effectiveness of those actions
- Summarised the results of our work in a concise table, including our assessment of the status of action plans as either Complete, In-progress, Outstanding or Closed-out
- Conducted a meeting with relevant personnel following completion of the fieldwork to discuss the results of our work
- Presented a draft report to management, including any agreed action plans for further addressing items raised by previous audits and reviews and/or for further improving controls
- Obtained management input and comment, including proposed action plans to address matters raised through the internal audit
- Presented a final report to the Audit & Strategic Finance Committee for consideration.

4. Key results

The four audits and reviews between January 2012 and September 2013 identified a total of 38 recommendations.

This internal audit observed that the implementation of the action plans resulted in a positive change and significant improvement of the City's procurement function.

Key achievements include:

- Development and implementation of a strategic procurement function
- Strengthening and implementing controls
- Assessing and managing fraud control and risk
- Reviewing and updating procurement policies and procedures.

The timeline of key events at section 6 of this report reflects the City's progress since the Fraud Control and Risk Assessment in January 2012.

Key events within the last two years include:

- The review of delegated financial authority, purchasing and approval process and the purchase order amendment process, which were the first changes the team started to implement in August 2013
- Appointment of the Strategic Procurement Manager in October 2013
- A new procurement model and framework was proposed by the Strategic Procurement Manager and implemented by the City
- The majority of change occurred in the period of October 2013 and September 2014 with some implementations still being ongoing

- Between July 2014 and February 2015, the City concentrated on the proposed council amalgamation which is the cause of fewer actions being taken during that period.

The current status of the implementation of action plans is outlined at section 5 of this report.

We also recognise that in order for the City to pursue its strategic direction toward better practice procurement (which is intended to deliver greater value to the City), the City will need to commit ongoing effort and resources.

5. Status of implementation of action plans

The following table summarises the City's progress in addressing the 38 improvement opportunities raised in the four audits/reviews.

	Total improvement opportunities	Completed	Closed out	In progress	Outstanding
Fraud Control and Risk Assessment (January 2012)	4	4	0	0	0
Procurement Internal Audit (November 2012)	14	12	0	2	0
CCC Procurement Audit (January 2013)	14	10	1	3	0
High level operational risk review (September 2013)	6	5	0	1	0
Total	38	31	1	6	0

Details relating to each recommendation are presented in Appendix A.

Completed

Of the 31 'completed' recommendations, the Procurement team implemented additional actions for 15. By going beyond the original treatment plan, the procurement team shows its commitment to addressing the identified issues effectively and their dedication to further enhancing the procurement function.

Closed out

The 'closed out' item relates to the recommendation of the CCC Procurement Audit to introduce a weekly petty cash reconciliation. The City has reviewed this risk and is satisfied with the controls it has in place over the petty cash service and will not be taking any further action. The established controls have not been questioned by the external auditors.

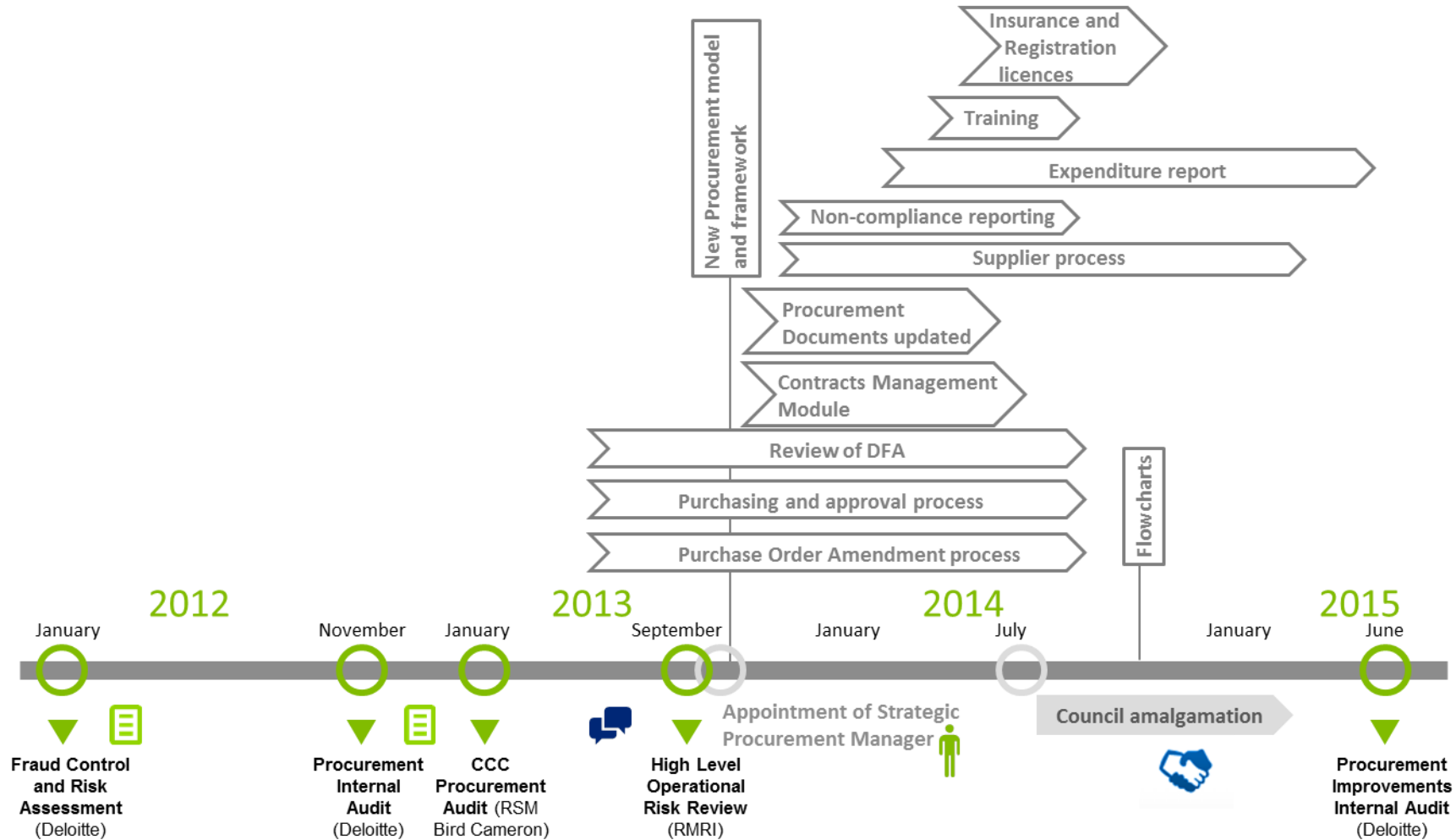
In progress

The six recommendations that are currently 'in progress' can be grouped into the following four main initiatives:

1. Contract Management Module – the 'CoC Contracts' workplace is to be rolled out to contract users
2. Expenditure report – further enhance the system-generated report to reduce the spreadsheet reliance
3. Documentation for DFA review procedure – Management review and sign off procedure of the DFA levels to be included in the 'end of year' process
4. Purging of inactive suppliers.

The procurement team is fully aware of the actions that are yet to be completed. The actions taken to date and the revised action plan for each of the four items are detailed at section 7 of this report.

6. Timeline of key events



7. Actions in progress

7.1 Contract Management Module – the ‘CoC Contracts’ workplace is to be rolled out to the remaining contract users

The Procurement team, with the support of the Business Systems unit, has acquired and implemented the TechOne Contracts Management Module (CMM). The implementation consisted of two phases.

Phase one, which involved the transfer of contract details into the new system, data cleansing and the collection and updating of qualification documents, was completed by July 2014. System alerts for expiring contracts and qualifications have also been developed and implemented.

The second phase of the CMM implementation was started but not completed since the cost involved would have exceeded the value added. The Strategic Procurement Manager made a decision to implement an alternative project instead. Together with the TechOne Business System Officer, the workplace ‘CoC Contracts’ was set up. Contract users now have the option to enquire regarding contract information. The access to the workplace is controlled by Business Systems.

Users have read-only access with the Contract Administrator and the Business Systems unit being able to edit information. The Procurement Support Officer is responsible for the contract data, including editing, updating and changing the status of a contract to inactive. The project has been made available to key contract users to provide visibility to pricing and all other information relating to a contract. The workplace is currently used by the Procurement team only and is due to be rolled out to the remaining contract users by October 2015.

Revised action plan

- Access to the ‘CoC Contracts’ workplace will be provided to all contract users of the City.

7.2 Expenditure report

The Strategic Procurement Manager uses two reports to track the City’s expenditure.

A monthly report generated in the TechOne system shows the top 10 vendors and users/purchasers. The report is saved to a lockdown share drive with restricted access to the Executives and the Strategic Business unit Manager Group (SBMG). The current report includes duplications and is subject to manipulation by the Strategic Procurement Manager who modifies the extracted information to make it presentable and useful.

An annual Excel report created by the Strategic Procurement Manager tracks accumulated expenditure. The report includes expenditure data from the previous year and is updated with the current year’s expenditure monthly. The report aims to raise awareness and educate the SBMG, Senior Managers and anyone who has direct responsibility to spend.

Revised action plan

- Duplications will be removed
- Data input fields will be enhanced. For example by using a drop down box rather than a type-in box to avoid having the same person with different spelling on the report twice

7.3 DFA review documentation

Procedures for establishing or amending DFA levels for officers have been formalised and the ability to make system DFA changes is restricted to the Strategic Financial Systems Manager and the Financial Systems Accountant.

Newly implemented system configuration has improved the ability to monitor and review existing DFA levels against employees and generate detailed audit reporting.

An annual management review and sign off procedure has been developed to ensure the currency and compliance of DFA level settings. The review and sign off procedure is not documented but is included in the City's risk register.

Revised action plan

- A management review and sign-off procedure will be included as part of the 'end of year' process.

7.4 Purging vendor/supplier master file

The City has reviewed and updated the Supplier Master File.

The City has approximately 7,000 trade suppliers in its database. More than half of these suppliers have been dormant without supply transactions for many years. As a data cleansing and supplier rationalisation exercise, the City wrote to approximately 2,000 active suppliers asking them to return updated supplier data forms, EFT details and agreement to the City's updated standard terms and conditions (T&Cs). Significant work has been carried out in processing returned information and following up outstanding suppliers.





A Statement of Business Ethics was prepared and adopted, outlining the integrity and ethical standards expected by the City to be met by its suppliers when doing business. The content was compiled by the Strategic Procurement Manager and underwent a comprehensive review process. This Statement has been circulated to those existing suppliers who have agreed to the City's T&Cs and all new suppliers since its adoption.

Inactive suppliers are kept in a separate spreadsheet but could still be used as they have not been removed from the system.

Revised action plan

- Purging of inactive suppliers will be completed by February 2016.

The table below summarises the priority of the four revised action plans:

	Opportunity for improvement	Prioritisation Rating	Primary Cause
1	Provide access to the 'CoC Contracts' workplace to all contract users of the City		Technology
2	Further enhancement of the expenditure report		Technology
3	Include management review and sign-off procedure in the 'end of year' process		Process
4	Purging of inactive suppliers		Technology/ Process

The Prioritisation Ratings and Primary Cause Analysis provided in this report are set out in Appendix B.

8. Impact on risk profile and further opportunities for improvement

This audit considered all actions implemented and formed a holistic view of the procurement function and its risk profile.

The following areas have a more heightened risk and improvement opportunity and are for consideration as the procurement function continues to evolve:

8.1 Single person reliance

The Strategic Procurement Manager has implemented the majority of the changes within the procurement team since his appointment in October 2013. As a result, he has a lot of knowledge and systems access. The risk is over reliance on a single person, who has limited monitoring of his actions and decisions.

8.2 Spreadsheet reliance

This improvement opportunity links to one of the revised action plans – enhancement of the expenditure report. The Strategic Procurement Manager is currently using an Excel spreadsheet to monitor and track annual expenditure by business unit, vendor and users/purchasers. The input of data is manual and could result in intentional or unintentional errors, which could in turn lead to misleading reporting. In order to be less reliant on the spreadsheet, the system-generated expenditure report could be enhanced to make it more useful and relevant. A more advanced expenditure report will increase the level of reporting and transparency.

8.3 Contract Management process

The City's Contract Management process is a high risk area with genuine opportunities for positive change, particularly to enhance its contract development and management practices and to educate/train key staff.

The City is considering the following specific enhancements:

- Use of key performance indicators (KPIs) to provide visibility over contract compliance
- Improved contractor management, starting from the initial contractor selection. Greater emphasis will be put on educating contractors on the contract process in order to reduce contract breaches. The City needs to establish consistent expectations and processes for how contractors are to be managed once they are engaged.

9. Report clearance

We have discussed the content of this report with Nelson Mauricio (Manager, Financial Services) and Tony Natale (Strategic Procurement Manager).

10. Acknowledgement

We place on record our appreciation of the assistance and cooperation received from the City's management and staff during the assignment.

Appendix A – Actions taken

Fraud Control and Risk Assessment (January 2012)

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
F1	<p>Strengthened contract and project management structure and framework.</p> <p>Action plan</p> <ul style="list-style-type: none"> Implement a new procurement model Update standard terms and conditions Develop and implement a new procurement non-compliance report (monthly) Strengthen new supplier procedure. 	<ul style="list-style-type: none"> New procurement model implemented Developed and updated standard terms and conditions and sent to all existing and new suppliers Updated supplier form that needs to be completed by the supplier (Supplier Justification Form) New monthly non-compliance report developed and implemented. 	Complete
F2	<p>Transparent conduct with suppliers.</p> <p>Action plan</p> <p>Include a ‘no canvassing’ clause while issuing tendering instructions.</p>	<p>Addressed at F1 above</p> <p>All documentation in regards to supplier management is available on the City's website (tenders and quotations page).</p> <p>A ‘no canvassing’ clause is included in the Statement of Business Ethics.</p>	Complete
F3	<p>Purchasing and payment approval – segregation of duties.</p> <p>Action plan</p> <p>Review and update purchasing and approval process to ensure segregation of duties.</p>	Addressed at C5 below	Complete
F4	<p>Supplier set-up - segregation of duties.</p> <p>Action plan</p> <p>Implement a procedure to audit master file setup changes report to ensure that all changes to supplier master file are properly authorised.</p>	<ul style="list-style-type: none"> Reviewed and updated supplier set-up process Updated and implemented a new supply form that needs to be completed by the supplier (Supplier Justification Form) Procurement team inputs supplier details into the system AP team enters financial information (bank details) into the system AP also holds final approval. 	Complete

Procurement Internal Audit (November 2012)

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P1	<p>Develop and implement a procurement strategy and model that achieves efficiencies and savings from focused and strategic procurement and outline what system, resource and process changes are required to achieve this</p> <p>Action plan</p> <ul style="list-style-type: none"> Undertake the development and implementation of a Corporate Procurement Strategy including determining which procurement model suits the City's needs Scope and implement system changes for decentralising purchase orders under \$ 2,000 (ex GST). 	A centre-led (control hybrid) model was implemented for the City's procurement function.	Complete
P2	<p>Consider restructuring the central Procurement function to ensure sufficient resources are set aside to drive the procurement strategy and to address the more strategic elements of procurement.</p> <p>Action plan</p> <p>Review the structure of Procurement Services.</p>	<ul style="list-style-type: none"> Per P1 above, a centre-led (control hybrid) model was implemented for the City's procurement function. Procurement team structure has been updated Competencies, skill sets and personal work attributes of the existing staff within Procurement have been assessed. Individual roles were redefined and job descriptions updated. 	Complete
P3	<p>Segregate the role of persons involved in tendering from the routine purchase process to more effectively manage the workload of the Procurement team.</p> <p>Action plan</p> <p>Review the structure of Procurement Services.</p>	Addressed at P2 above	Complete
P4	<p>Maintain a complete record of contracts due for renewal in the TechOne module so that tendering can be planned and initiated well before the expiry of the current contracts.</p> <p>Action plan</p> <p>Technology One's Contract Management System (together with the tender development functionality of the Customer Relationship Management System) to be implemented in 2013 (subject to the commitment of IT resources) to replace the current Contracts Register (MS Excel spreadsheet) created in 2012 as an interim measure.</p>	<p>TechOne Contracts Management module has been implemented. The implementation involved:</p> <ul style="list-style-type: none"> Transfer of contract details from Excel spread sheets into the new system Data cleansing Collection and updating of qualification documents System alerts have been developed for expiring contracts and qualifications. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P5	<p>Educate staff on the need for timely identification and communication of purchases that require tendering and reinforce the need for the City's compliance with the Local Government Act.</p> <p>Action plan</p> <p>Advise/educate all staff about the existence and purpose of the monthly contract development.</p>	<ul style="list-style-type: none"> • A new framework was developed by the Procurement team to enable the monitoring, reporting and follow up treatment of policy and procedural non-compliance. The framework includes guidelines that detail an escalation matrix for further action and likely consequences • All staff have been trained on contract development and compliance requirements • This training is included in the induction training for new staff • Also addressed at C8 below. 	Complete
P6	<p>Update Procurement procedures in line with updated Procurement Policy and advise all staff that they are available from the City's Staff Portal. User manuals to be made available in conjunction with training and on the staff intranet with FAQ's.</p> <p>Action plan</p> <ul style="list-style-type: none"> • Review and update Procurement Procedures • Place updated procedures on the City's intranet for easy access. 	<ul style="list-style-type: none"> • All procurement documents have undergone a comprehensive review • All procedures and guidelines were modernised and updated to conform to the City's new procurement model and strategy • Updated procedures are available on the staff portal. 	<p>Complete</p> <p>A number of documents are yet to be published.</p>
P7	<p>Incorporate procurement process education into structured user training sessions on accessing financial systems and processes (Nuts & Bolts training series).</p> <p>Action plan</p> <p>Incorporate procurement process education into structured user training sessions on accessing financial systems and processes.</p>	<ul style="list-style-type: none"> • A new awareness and refresher training program regarding changes to purchase order receipting and order amendments was developed and made compulsory for all employees with a system user account. • The Strategic Procurement Manager keeps a training spreadsheet detailing all completed and outstanding training. This data is provided to HR Service Unit for inclusion against employee's training record. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P8	<p>Consider altering the FinanceOne configuration/setup such that amended POs are re-routed for approval to the appropriate DFA level on the basis of the revised PO value.</p> <p>Action plan</p> <p>A review will be completed with regards to the best practice approach of Purchase Order Amendment (POA) management. This review will take into consideration the reducing of work load from the Procurement team, the ability of Purchase Order Amendments to be performed at the responsible user level and the FinanceOne application processes & control functionality. The implementation of the PO Amendment routing will be performed on a staggered basis in line with change management starting from 01/07/2013. This will provide COC with the time to review, test and implement the changes, disseminate information and, where required, provide training to the users.</p>	<ul style="list-style-type: none"> • Reviewed and updated the Purchase Order Amendment process. The new process enables procurement officers with the necessary DFA limits to amend their purchase orders online • Since the process has been fully rolled out, the procurement team has lost the system functionality to approve order amendments on the system • Appropriately, they only have functionality to release amended orders to suppliers • A requesting officer can make an amendment and approve it but is required to send it to the procurement team for releasing to the supplier. 	Complete
P9	<p>Strengthen change management controls around DFA setup and modification by limiting system administrator access to a limited number of users (e.g. change access limited to the Senior Financial Accountant).</p> <p>Action plan</p> <p>Business Systems Analysts have been formally advised that all new users must be assigned a Level 0 when created on the system, as per existing protocol. Once duly completed Delegation Limit Forms are received by Finance, only the Senior Financial Accountant (or a delegate) will have the authority to change the level.</p>	<ul style="list-style-type: none"> • Newly implemented system configuration has improved the ability to monitor and review existing DFA levels against employees and generate detailed audit reporting • An annual management review and sign off procedure has been developed to ensure the currency and compliance of DFA level settings. The review and sign off procedure is included in the City's risk register. The procedure will be made part of the end of year process • Procedures for establishing or amending DFA levels for officers have been formalised and the ability to make system DFA changes is restricted to the Strategic Financial Systems Manager, Financial Systems Accountant, and the Manager Financial Services. 	In progress

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P10	<p>Enhance staff awareness of system functionality and change control requirements, which may differ depending on factors such as the scale of the project or type of purchase, through specific notification/ clarification of procedures and targeted training.</p> <p>Action plan</p> <p>Continue to monitor and review PO's raised to identify and address process failures.</p> <p>Revamp existing targeted and refresher user training for the procurement module to incorporate guidance on acceptable practice for splitting or raising separate Purchase Orders as determined by internal management.</p>	<p>Addressed at P7 above</p>	<p>Complete</p>
P11	<p>Defining the minimum documentation (e.g. signed/email authorisation from relevant department head) required to support changes to the supplier master file and system DFA setup.</p> <p>Action plan</p> <p>All supplier master file changes must originate from the supplier and the supporting documentation will be attached within the FinanceOne account maintenance function in future.</p> <p>As a future process improvement, any changes to the DFA setup will require the existing supporting documentation to be attached against the user ID maintenance function within the FinanceOne system.</p>	<p>Addressed at F4 above</p> <ul style="list-style-type: none"> Any changes to the DFA setup now require the email approval to be attached to the relevant User's maintenance function. 	<p>Complete</p>

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P12	<p>Assigning responsibility for monitoring validity and appropriateness of changes to the supplier master file and the system DFA setup to the Senior Financial Accountant (or other responsible personnel).</p> <p>Action plan</p> <p>Review internal processes to cater for future growth and increase in operational activity. The City will balance the segregation of duties decisions with the risk exposure and staff capability/experience.</p> <p>Ensure that supplier master details are accurate and verified. The main Internal Controls of the Supplier payments are through the proper approval process of the purchase orders. Most invoices raised are for purchases made through the procurement process, which are approved by the operational divisions. The matching of invoices against the delivered purchase orders acts as the main control and segregation of duties between the Accounts Payable team and the procurement process.</p> <p>Processes will be put in place to utilise existing system functionality to ensure DFA changes are processed within the FinanceOne system.</p>	<p>Addressed at F4, P9 above + C4 and C5 below</p> <ul style="list-style-type: none"> • The assigned responsibility for monitoring validity and appropriateness of changes to the supplier master file is documented in the Position Description of the relevant staff member • The responsibility is assigned to the Procurement Support Officers • The Strategic Procurement Manager developed a Procurement Team plan that specifies the team members' responsibilities. 	In progress

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
P13	<p>Devise an approach for a considered transition to an improved level of compliance, including reaffirming the responsibility of management for ensuring compliance and implementing an education and awareness program to ensure staff and management are fully aware of the City's requirements and expectations.</p> <p>Action plan</p> <p>Emergency type procurement will be better defined within procurement literature and will be a focus area in training sessions. Review processes will be developed to better identify and control these instances.</p> <p>The planned decentralising of purchase orders under \$ 2,000 (ex GST) will reduce bottlenecks in workload and the incentive for non-compliant activity.</p> <p>Procurement team can then better focus on being more vigilant of purchases to identify instances of non-compliance.</p>	Addressed at F1 and P5 above + C6 below	Complete
P14	<p>Consider formalising a process for escalation of instances of non-compliance with the purchase authorisation process, including additional scrutiny of the relevant staff member's purchasing activities.</p> <p>Action plan</p> <p>Reporting framework to be developed for highlighting non-compliant users and the transaction details.</p> <p>Supervisors/managers are to address the issue with users in the first instance. Disciplinary action may follow to remove purchasing privileges from reoffending users.</p>	Addressed at C6 below	Complete

CCC Procurement Audit (January 2013)

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C1	<p>For the City to assess fraud and misconduct, particularly in procurement, as a 'high risk' area within its Enterprise Risk Management Framework.</p> <p>Action plan</p> <ul style="list-style-type: none"> Continue to develop the City's Enterprise Risk Management Framework Identification and assessment of risk Prepare and review all risk registers ERM coordinator responsible for monitoring and updating risk registers Transitioning these risks into the corporate framework Reports from ERM Coordinator will go to the Audit and Strategic Finance Committee. 	<ul style="list-style-type: none"> Referenced the Risk Framework and introduce the concept of risk procurement documents Redesigned the contract process to include risk evaluations Outlined risk requirement within team Included Risk Management in the Procurement policy Completed and reviewed purchasing procedure. 	Complete
C2	<p>The City reviews and updates the procurement procedures to reflect the current and approved practices. The updated procedures should be uploaded on the City's intranet for staff use.</p> <p>Action plan</p> <ul style="list-style-type: none"> Review and update Procurement Procedures Place updated procedures on the City's intranet for easy access. 	Addressed at P6 above	<p>Complete</p> <p>A number of documents are yet to be published.</p>

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C3	<p>It is recommended that the City develop and formally endorse a sole supplier procedure to ensure that the approval for sole supplier arrangements is appropriately documented. In addition, the City should require Manager level recommendation and executive approval, before a supplier is added to a Sole Supplier register.</p> <p>Action plan</p> <ul style="list-style-type: none"> Review and update Procurement Procedures to include a requirement for Senior Manager recommendation and Executive approval before supplier is added to a Sole Supplier register. 	<ul style="list-style-type: none"> Procedures have been reviewed and updated. Revised procedure includes a requirement for Senior Manager recommendation and Executive approval before supplier is added to a Sole Supplier register. 	Complete
C4	<p>It is recommended that the City review the Delegated Financial Authorisation limits recorded in the Finance One system on a regular basis. In addition, the City ensures the recorded Delegated Financial Authorisation limits are supported by approved Purchasing Authorisation Forms and all forms are kept by the Procurement Business Unit.</p> <p>Action plan</p> <ul style="list-style-type: none"> Review the DFA's annually in conjunction with the Procurement Business Unit Roles will have set limits in place Ensure procurement & requisition DFA guidelines are documented. 	<ul style="list-style-type: none"> Inappropriate DFA limits were scaled back in accordance with the new internal control framework Newly implemented system configuration has improved the ability to monitor and review existing DFA levels against employees and generate detailed audit reporting. An annual management review and sign off procedure has been developed to ensure the currency and compliance of DFA level settings DFA application must be approved by SBMG/Director which is then forwarded to Procurement Team for checking and finally to the Finance Team for final compliance check Policy and procedure for reviewing DFAs has been created but not yet published. 	<p>Complete</p> <p>The document is yet to be published.</p>
C5	<p>The City amend its practices to ensure there is segregation of duties for the key processes relating to procurement, including ensuring that staff who raised or approved purchase requisitions cannot also approve the related tax invoice for payment.</p> <p>Action plan</p> <ul style="list-style-type: none"> Review of delegated financial authorisation (DFA) limits Authorisation is limited to those employed at a more senior level Remove Procurement staff's ability to approve tax invoices. 	<ul style="list-style-type: none"> Senior Officers are allowed to approve PO only and end users approve invoice. If procurement team is end user, there is a process in place that ensures segregation of duties. Raising the purchase requisition and releasing it is performed by different team members. The invoice is then approved by the Strategic Procurement Manager Procurement requisitions require senior management approval Invoice matching and final approval is performed by Finance DFAs reviewed and procedural restriction documented. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C6	<p>The City ensures that the requirements of its procurement policies and procedures, particularly in respect of preferred suppliers, are followed and the City increases its monitoring activities to ensure that instances of non - compliance are identified and addressed.</p> <p>Action plan</p> <ul style="list-style-type: none"> Annual review of preferred supplier procedure Ensuring preferred suppliers used by the City are in compliance with the policy. 	<ul style="list-style-type: none"> A new framework was developed by the Procurement team to enable the monitoring, reporting and follow up treatment of policy and procedural non-compliance. The framework includes guidelines that detail an escalation matrix for further action and likely consequences. These include the requirement for further training and education and more seriously, the deactivation of purchasing DFA Comprehensive reporting has been developed to record and monitor non-compliance incidences by business unit, provide data for KPI reporting purposes and to conduct trend analysis. 	Complete
C7	<p>It is recommended the City ensures the weekly petty cash reconciliations are reviewed and approved by Manager Finance and the manager's review is documented.</p> <p>Action plan</p> <ul style="list-style-type: none"> AP officer will review, check and reconcile documentation before processing Manager Finance reviews the AP Officer's compilation before signing the cheque for cashing It is not considered necessary for the Senior Financial Accountant to review. 	No action taken. The City is comfortable with the controls over the petty cash service. Those have not been questioned by external audit.	Closed-out
C8	<p>The City delivers regular training on procurement policies and procedures, as well as fraud and misconduct risks in procurement, for staff having procurement responsibilities across all Business Units in the City.</p> <p>Action plan</p> <ul style="list-style-type: none"> Revise the rendering procedures to incorporate recently adopted changes in the Sustainability Procurement and Evaluation of Tenders Policies Engage WALGA's Business Solutions to develop a tendering and contracts training manual – to be used for in-house training. 	<ul style="list-style-type: none"> The Procurement team has developed a comprehensive procurement induction training program that is mandatory for all staff required to access procurement services within their jobs, including all officers with DFA to expend Council monies A new awareness and refresher training program regarding changes to purchase order receipting and order amendments was developed and made compulsory for all employees with a system user account. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C9	<p>The City should develop a policy in respect of its business relationships with suppliers and contractors and an appropriate Statement of Business Ethics with the necessary process for reporting breaches.</p> <p>Action plan</p> <ul style="list-style-type: none"> Procurement Services to adopt industry best practice in relation to Statement of Business Ethics Provide Statement of Business Ethics to all existing and new suppliers and include in tender documentation Get the Department of Local Government involved. 	<ul style="list-style-type: none"> Prepared and adopted a Statement of Business Ethics outlining the integrity and ethical standards expected by the City to be met by its employees and suppliers when doing business. The content was compiled by the Strategic Procurement Manager and underwent a comprehensive review process. The statement has been circulated to those existing suppliers who have agreed to the City's T&C's and all new suppliers since its adoption. 	Complete
C10	<p>The City should ensure that the Supplier Master File records are reviewed and updated at least annually.</p> <p>Action plan</p> <p>Automate the review process of the Supplier Master File records and ensure reviews occur annually.</p>	<ul style="list-style-type: none"> The City has some 7,000 trade suppliers in its database. A considerable amount of these have been dormant without supply transactions for many years. As a data cleansing and supplier rationalisation exercise, the City wrote to approximately 2,000 active suppliers asking them to return updated supplier data forms, EFT details and agreement to the City's standard terms and conditions (T&Cs). Significant work has been carried out in processing returned information and following up outstanding suppliers Suppliers to be purged are kept in a separate spreadsheet. A review of suppliers used in the past two years identified approximately 2,000 active suppliers. If a supplier had not been used for two years, they were transferred to the separate purging spreadsheet. 	In progress

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C11	<p>The City develops and documents a formal policy and procedure which provides guidance of the City's contract management for all Business Units across the City.</p> <p>Action plan</p> <p>Develop business cases to evaluate Technology One software solutions for a contract management system.</p>	<ul style="list-style-type: none"> • The Procurement team (with the support of Business Systems) acquired and implemented the TechOne Contracts Management Module (CMM). System alerts have also been developed for expiring contracts and qualifications • Phase 2 of the project included the uploading of contract price data into system catalogues, allowing integration with procurement systems and processes. After partially implementing this phase, the Strategic Procurement Manager stopped the process as the cost of this phase exceeded the value added • The Strategic Procurement Manager together with the TechOne Business System Officer implemented an alternative project. The workplace 'CoC Contracts' was set up with a contract enquiry option for users to view contract information. The Contract Administrator can choose who has access to the workplace • Users have read-only access with the Contract Manager and the Business Systems Unit being able to edit information. The project has been made available to key people to provide visibility to pricing and all other information relating to a contract. The workplace is currently used by the Procurement team and is due to be rolled out to the remaining contract users by October 2015. 	In progress
C12	<p>The City ensures all Letters of Acceptance are signed and returned to the City prior to any goods or services being purchased from the suppliers.</p> <p>Action plan</p> <p>Ensures a copy of all Letters of Acceptance will be filed on the City's Record System.</p>	<ul style="list-style-type: none"> • Letters of Acceptance are electronically stored in the CMM. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
C13	<p>The City utilise the Creditor Payment Detail report and review this on a regular basis in order to monitor the accumulate expenditure by supplier and ensure that the City utilises a public tender process, where appropriate.</p> <p>Action plan</p> <ul style="list-style-type: none"> Procurement Service to generate a periodic report on total spend by blanket order for the Director Finance and Corporate Services. This is used to prioritise and schedule resources for tender development and calling The report available on ‘AP Reports’ menu tab that aggregates payments made to suppliers over the current and past financial years is reviewed annually by the Director Finance, Corporate Services and Manager Financial Services The report will be automated to refresh on a monthly basis and emailed to the above officers. 	<ul style="list-style-type: none"> Monthly report generated in the Tech One system and saved to a lockdown share drive. Access to the share drive is restricted to the Executives and the Strategic Business unit Manager Group (SBMG) members The Strategic Procurement Manager created an annual Excel report with accumulated expenditure. The report includes the previous year’s expenditure and is updated monthly with the current year’s expenditure The report aims to raise awareness and educate the SBMG, senior managers and anyone who has direct responsibility to spend. 	In progress
C14	<p>The City should develop and implement a specific policy for dealing with procedural compliance and policy breaches – particularly relating to procurement. The policy should be accompanied by guidelines.</p> <p>Action plan</p> <p>The city will amend its procedure to ensure compliance as a result of the amended Tendering and Procurement Policy.</p>	Addressed at C6 above	Complete

High level operational risk review (September 2013)

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
R1	<p>An inconsistent method of managing contracts throughout the City of Cockburn (including performance management, consistent documentation, transparent process, etc).</p> <p>Action plan</p> <ul style="list-style-type: none"> Investigation of new Contract Management System Development of a suitable training program Implementation of a standardised process for contract management. 	<p>Addressed at C11 above</p> <ul style="list-style-type: none"> Flowcharts have been designed to detail process of standardised contract management. 	Complete
R2	<p>Failure to monitor insurance and registration licences e.g. operator, security etc. renewals for contractors.</p> <p>Action plan</p> <p>Monitor insurance and registration licences.</p>	<p>Addressed at C11 above</p> <ul style="list-style-type: none"> Contracts Register and Insurance Register have been implemented Registers are generated automatically by the system every day Registers includes a compliance percentage. 	Complete
R3	<p>Failure to ensure inactive contractors and non-contracted suppliers are current and performance managed.</p> <p>Action plan</p> <p>Monitor inactive contractors and non-contracted suppliers to ensure performance management.</p>	Addressed at C10 above	In progress
R4	<p>Lack of a formalised training program in procurement e.g. performance management, purchasing, tenders, contracts, lease / service maintenance agreements, breaches.</p> <p>Action plan</p> <p>Implement formalised training program in procurement.</p>	Addressed at C8 above	Complete
R5	<p>No formalised and consistent application by internal and external contract managers for the process and consequences related to contract breaches.</p> <p>Action plan</p> <p>Implement consistent application by internal and external contract managers for the process and consequences related to contract breaches.</p>	<ul style="list-style-type: none"> Consistent process and consequences related to contract breaches are included in the procurement induction Flowcharts have been designed to detail process of contract breaches/variations. 	Complete

Rec. No	Improvement opportunities and action plan	Actions taken	Current Status
R6	<p>The risk of using out of date procedures / guidelines for tendering, contracts and purchasing e.g. Comprehensive purchasing procedures (2009), tendering procedures (2004).</p> <p>Action plan</p> <p>Review and update procedures and guidelines for tendering, contracts and purchasing.</p>	Addressed at P6 above	Complete

Appendix B – Risk rating, prioritisation and primary cause

The following matrices are taken from the City's Enterprise Risk Management Guidelines

Table 1: Risk likelihood table

Level	Likelihood	Description	Probability
1	Rare	Theoretically such an event is possible but not expected to occur during an activity/asset life.	< 5%
2	Possible	Possible that such an event may occur once during activity/asset life.	5 - 10%
3	Occasional	Such an event may occur more than twice during an activity/asset life.	10 - 25%
4	Likely	Such events may occur frequently during an activity /asset life.	25 - 50%
5	Almost Certain	Such events are expected to occur routinely during an activity /asset life.	> 50%

Table 2: Risk consequence table

Level	Consequence	Injury	Financial Loss	Asset Loss	Disruption	Brand	Performance
1	Minor	No Injury	< \$50K or 5% of OP	Little or no impact on asset	< 1/2 day	Unsubstantiated, low impact, not newsworthy	< 5% variation against PI
2	Disruptive	First Aid Treatment	\$50K - \$250K or 10% of OP	Minor loss or damage to asset	1/2 day to 1 day	Substantiated, public interest, low impact, low local news profile	5 - 10% variation against PI
3	Serious	Medical Treatment	\$250K - \$1M or 25% of OP	Major damage to asset	1 day to 1 week	Substantiated, public interest, moderate impact, moderate local news profile.	10 - 25% variation against PI
4	Critical	Death or extensive injury	\$1M - \$5M or 25% of OP	Significant loss of asset	1 week to 1 month	Substantiated, public embarrassment, high impact, high regional news profile, third party action	25 - 50% variation against PI
5	Catastrophic	Multiple Deaths or sever permanent disability	>\$5M or 50% of OP	Complete loss of asset	> 1 month	Substantiated, public embarrassment, very high impact with multiple occurrences, high regional news profile, third party action	> 50% variation against PI

The estimated severity of a risk event can be determined by first establishing the magnitude of Consequence and Likelihood, then applying the following matrix. Risks are rated from “Extreme” to “Low”:

Table 3: Risk rating table

			Consequence				
			1	2	3	4	5
			Minor	Disruptive	Serious	Critical	Catastrophic
Likelihood	1	Rare	Low	Low	Low	Low	Moderate
	2	Possible	Low	Low	Moderate	Moderate	Substantial
	3	Occasional	Low	Moderate	Moderate	Substantial	High
	4	Likely	Low	Moderate	Substantial	High	Extreme
	5	Almost Certain	Moderate	Substantial	High	Extreme	Extreme

Table 4: Risk rating definitions

Risk Level	Code	Delegate	Meaning	Risk Treatment
Low	L	Staff	Little or no impact on the achievement of objectives or capability.	Accepted without detailed review.
Moderate	M	Manager	May impact on the ability of organisation to achieve objectives or may diminish capability.	Accepted with review.
Substantial	S	Director	Will impact on the ability of organisation to achieve objectives or will diminish capability.	Accepted with detailed review and assessment. Action Plan prepared.
High	H	The Executive	Significant impact making it difficult for the organisation to achieve its objectives. Will diminish capability of the organisation.	Mitigate. Risk requires treatment to mitigate impact. Formal assessment and action plan prepared.
Extreme	E	CEO	Significant impact making it unlikely for the organisation to achieve its objectives. Capability of the organisation lost.	Eliminated. Requires treatment to eliminate risk. Formal assessment and action plan prepared.

Prioritisation rating

To assist management with prioritisation of the action proposed to address those identified risks, the following prioritisation is allocated to each level of risk:

Risk level	Prioritisation	Suggested action
Extreme	Critical	Critical strategic importance or operational exposure, which could seriously compromise internal control and/or operational effectiveness. Management action plan and related corrective action should be implemented as a matter of urgency.
High	Important	Major strategic importance or opportunity to improve business operations, which warrants a management action plan and related corrective action to be implemented as a matter of priority.
Substantial - Moderate	Moderate	Significant strategic importance or control weakness, which undermines the system of internal control and/or operational effectiveness and warrants improvement in the short to medium term.
Low	Minor	Minimal strategic importance or opportunity to improve business operations, which is raised for management consideration of a medium to long term action plan.

Primary causes

The primary cause of each internal audit observation/risk is categorised as relating to People, Process, Technology or a combination. Identification of the primary cause is designed to assist in the allocation of resources to targeted areas.

Primary Cause	Guidance
People	Persons performing the control activities do not have appropriate training and knowledge to perform the control activities effectively, or defined policies and procedures are not being followed.
Process	Policies and procedures are out-dated and do not reflect existing practice, or have not been defined in sufficient detail to address the risks to the business.
Technology	Technology is not appropriately implemented or configured to mitigate the risks identified.

Understanding the Financial Statements

Introduction

The Financial Statements show how the Council performed financially during the 2013/14 financial year and presents the financial position as at the 30th June 2015.

Council is required to prepare its' financial statements in accordance with the Australian Accounting Standards, the Local Government Act 1995 and the associated Local Government Regulations. As Council is a "not-for-profit" organisation in the public sector, some of the generally recognised terms used in private sector reports are not ideally transferable to the Local Government environment.

Cockburn Council is mindful of its role of acting in the public interest and it is in this context that this guide is provided to assist readers in understanding and analysing the financial statements.

What is contained in the Financial Statements?

Council's Financial Statements has two sections, namely:

- (1) The principal Financial Statements
- (2) The Notes to and Forming Part of the Financial Statements.

There are five (5) principal Financial Statements and twenty eight (28) Notes to the Accounts. These are prepared by Council staff, audited by an independent Auditor, presented to Council's Audit Committee and then accepted by full Council as part of the Annual Report.

The five Principal Financial Statements comprise the following:

- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Comprehensive Income
- Cash Flow Statement
- Rate Setting Statement

The Notes to the Accounts include the accounting policies that were applied in preparing the financial statements, as well as more detailed information relating to specific items and values disclosed within the statements.

Statement of Financial Position

This statement is a snap shot of the financial position of the Council as at 30 June 2015. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this statement is the net assets and is equivalent to the net worth of the Council that has built up since inception.

The assets and liabilities are separated into those that are Current and Non Current. Current means those assets and liabilities, which are likely to be consumed or extinguished within the next 12 months. Non Current refers to assets and liabilities with an economic life extending beyond 12 months.

Statement of Changes in Equity

From one year to the next, the value of and composition of equity (as reported within the Statement of Financial Position) changes. Equity can be defined as being the net worth of Council or its net assets (Assets less Liabilities).

Council's equity is comprised of Cash Backed Reserves, Asset Revaluation Reserve (non cash) and the Accumulated Surplus. Net surpluses (or deficits) from Council's operations (as disclosed in the Statement of Comprehensive Income), will change the overall total of equity (via the accumulated surplus). Asset revaluations also impact Council's net worth position. Transfers to and from cash backed reserves, whilst not impacting the overall total of equity, demonstrate the consumption of or accumulation of savings for future purposes.

Statement of Comprehensive Income

The Statement of Comprehensive Income shows:

- The sources of Council's Revenue under various Program Headings
- The expenses incurred in running the Council during the year under Program Headings

These expenses relate only to the operations and do not include the costs associated with the purchase or the building of assets. While asset purchase costs are not included in expenses, there is an item for depreciation. This is the annual allocation of the cost of assets by reference to the remaining useful life of assets.

The key figure is the change in net assets resulting from operations and this year, it indicates that revenues exceeded expenses.

Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. This statement is presented according to a very specific accounting standard and needs some care and analysis. The values in the Cash Flow Statement differ from those shown in the Statement of Comprehensive Income, as it is prepared on a cash basis, whereas the Statement of Comprehensive Income is prepared on an accruals basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.

Council's cash arises from and is used in three main areas:

- Operating activities
- Investing activities – this term relates to assets such as infrastructure, plant, land and other long-term revenue producing assets.
- Financing activities – this is used to record the receipt and repayment of external financing such as loans and leases.

The bottom line of the Cash Flow Statement shows the cash held at the end of the financial year.

Rate Setting Statement

The inclusion of a Rate Setting Statement in the annual statements is a requirement of the Local Government (Financial Management) Regulations 1996. The format for this statement is prescribed within the regulations and is the same as that included in the annual budget.

As the name suggests, the Rate Setting Statement sets out the total amount of general rates proposed in the budget and the amount actually raised during the reporting year. To arrive at these, the statement reconciles all sources and application of funds and the closing surplus or deficit (less any opening balances). This includes all operational revenue and expenses (as included in the Statement of Comprehensive Income) together with all capital acquisitions made, transfers to and from cash-backed reserves and transactions associated with borrowings.

The Rate Setting Statement provides a more complete picture of the council's financial activities during the reporting year compared to the Statement of Comprehensive Income (which reports only on the operational activities).

Notes to the Accounts

The notes are a very important and informative section of the Report. They provide additional meaning to and information in support of the principal statements.

The Significant Accounting Policies at note 1 provide the reader with the policies and parameters used in preparing the Statements. In other words, these are the ground rules that form the basis for preparing the statements.

Apart from the Accounting Policies, the other notes provide the details behind many of the summarised figures contained within the statements. Where there is a direct correlation between amounts, the applicable note number is disclosed beside the relevant item in the statements.

The notes should be read in conjunction with the principal Financial Statements to get a clearer understanding of Council's financial position.

Auditor's Report & CEO's Statement

The independent Audit Report provides an external and independent opinion on the Financial Statements. It provides the reader with the scope of the audit work undertaken and expresses an audit opinion formed on this basis. The audit opinion relates to the fairness aspects and the statutory compliance of the Financial Statements.

The Statement by the Chief Executive Officer serves as a written undertaking by management to the correctness and fairness of the statements.

Statement by Chief Executive Officer

The attached financial report of the City of Cockburn, being the Annual Financial Report and supporting notes and other information for the financial year ended 30 June 2015, are in my opinion , properly drawn up to present fairly the financial position of the City of Cockburn at 30 June 2015 and the results of the operations for the financial year then ended, in accordance with the Australian Accounting Standards and comply with the provisions of the Local Government Act 1995 and the regulations under that Act.

Signed as authorisation of issue on the 19th November 2015

S Cain
Chief Executive Officer

Statement of Comprehensive Income
by Nature or Type
for the Year Ended 30 June 2015

	Notes	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
OPERATING REVENUE				
Rates	23a	65,044,331	62,880,000	58,521,022
Specified Area Rates	23b	312,317	270,000	271,464
Fees and Charges	25	40,311,919	39,708,911	40,700,398
Service Charges		4,031,642	4,000,000	3,842,864
Grants and Subsidies	27	11,843,090	9,325,765	8,545,383
Contributions, Donations and Reimbursements		1,301,834	356,840	1,232,856
Interest Earnings	2	5,716,510	6,369,391	6,159,822
Other revenue and Income		26,637	7,100	19,179
Total Operating Revenue		128,588,280	122,918,007	119,292,989
OPERATING EXPENDITURE				
Employee Cost		(45,115,536)	(43,596,453)	(42,124,183)
Materials and Contracts		(33,512,994)	(32,304,838)	(32,658,959)
Utilities		(4,285,795)	(4,513,005)	(4,212,014)
Interest Expenses		(123,170)	(123,300)	(171,505)
Insurances		(1,952,591)	(2,340,500)	(2,245,574)
Other Expenses		(6,383,171)	(7,514,698)	(6,337,358)
Depreciation on Non Current Assets	2	(25,027,845)	(23,755,157)	(21,946,870)
Total Operating Expenditure		(116,401,102)	(114,147,951)	(109,696,463)
Increase/(Decrease)		12,187,177	8,770,056	9,596,526
NON-OPERATING ACTIVITIES				
Grants towards Assets	27	6,715,595	2,361,387	4,402,061
Contribution towards Assets		11,781,605	4,364,922	10,063,707
Gifted And Previously Unrecognised Assets	10b	13,393,722	-	5,260,583
Increase/(Decrease) in Equity - Joint Venture	17	1,274,680	-	1,069,737
Increase/(Decrease) in LG House Trust	4	143,108	-	-
Profit on Sale of Assets	20b	2,317,463	1,150,000	288,036
Loss on Sale of Assets	20b	(492,329)	(582,947)	(884,744)
Impairment - Infrastructure Park Landscaping	10b	(15,701,497)	-	-
Total Non-Operating Activities		19,432,348	7,293,362	20,199,380
NET RESULT		31,619,526	16,063,417	29,795,905
OTHER COMPREHENSIVE INCOME				
Changes on revaluation of non-current assets	9b/10b	36,652,247	-	121,641,411
		36,652,247	-	121,641,411
TOTAL COMPREHENSIVE INCOME		68,271,773	16,063,417	151,437,317

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

by program

For the year ended 30 June 2015	Actual 2014/15	Budget 2014/15	Actual 2013/14
Notes	\$	\$	\$
REVENUES			
Revenue From Ordinary Activities			
General Purpose Funding	77,988,574	74,617,282	68,707,165
Governance	211,482	118,550	236,605
Law Order & Public Safety	4,038,394	3,473,890	3,398,494
Health	226,309	225,500	538,660
Education & Welfare	6,934,498	6,456,183	6,717,915
Community Amenities	30,471,588	30,944,885	32,299,985
Recreation & Culture	3,858,299	3,923,060	4,162,408
Transport	352,845	285,200	326,839
Economic Services	2,274,265	2,250,864	1,962,394
Other Property & Services	2,232,026	622,593	942,524
TOTAL OPERATING REVENUES	128,588,280	122,918,007	119,292,989
EXPENSES			
General Purpose Funding	(1,068,489)	(772,762)	(1,151,321)
Governance	(9,919,116)	(9,633,833)	(9,224,930)
Law Order & Public Safety	(5,326,612)	(5,370,859)	(4,714,560)
Health	(2,298,026)	(2,446,898)	(2,423,926)
Education & Welfare	(13,030,111)	(11,476,920)	(11,273,655)
Community Amenities	(29,943,002)	(30,626,704)	(27,732,322)
Recreation & Culture	(26,082,512)	(27,098,500)	(25,702,116)
Transport	(24,583,064)	(23,443,879)	(22,325,586)
Economic Services	(2,478,111)	(2,457,921)	(2,344,288)
Other Property & Services	(1,672,060)	(819,677)	(2,803,758)
Total Operating Expenditure	(116,401,102)	(114,147,951)	(109,696,463)
Increase/(Decrease)	12,187,177	8,770,056	9,596,526
GRANTS/CONTRIBUTIONS TOWARDS ASSETS			
General Purpose Funding	85,557	85,557	82,002
Governance	6,219,799	-	808,578
Community Amenities	1,023,748	100,000	605,182
Recreation & Culture	48,677	-	51,796
Transport	2,965,410	2,210,830	5,210,176
Other Property & Services	8,154,009	4,329,922	7,708,035
	18,497,201	6,726,309	14,465,768
Gifted And Previously Unrecognised Assets	13,393,722	-	5,260,583
Increase/(Decrease) in Equity - Joint Venture	1,274,680	-	1,069,737
Increase/(Decrease) in LG House Trust	143,108	-	-
PROFIT/(LOSS) ON DISPOSAL OF ASSETS			
Education & Welfare	37,722	30,000	39,502
Recreation & Culture	(492,329)	-	(40,188)
Transport	125,302	(387,287)	427,137
Other Property & Services	(13,547,057)	924,339	(1,023,159)
	(13,876,363)	567,053	(596,708)
NET RESULT	31,619,526	16,063,417	29,795,905
OTHER COMPREHENSIVE INCOME			
Changes on revaluation of non-current assets	36,652,247	-	121,641,411
	36,652,247	-	121,641,411
TOTAL COMPREHENSIVE INCOME	68,271,773	16,063,417	151,437,317

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2015		Actual 2014/15	Actual 2013/14
	Notes	\$	\$
CURRENT ASSETS			
Cash and Cash Equivalents	3	129,018,060	104,834,013
Trade & Other Receivables	6	5,470,423	4,959,639
Other Assets	7	621,686	552,401
Inventories	8	18,634	39,421
Total Current Assets		135,128,804	110,385,474
NON CURRENT ASSETS			
Financial Assets - Non Current	4	4,649,839	4,357,037
Interests in Joint Ventures	5	8,437,737	7,163,057
Other Receivables	6	632,550	586,747
Property, Plant and Equipment	9	260,695,329	249,501,577
Infrastructure	10	717,267,463	684,766,190
Rehabilitation Assets	11	8,565,455	-
Total Non Current Assets		1,000,248,374	946,374,608
TOTAL ASSETS		1,135,377,178	1,056,760,082
CURRENT LIABILITIES			
Provisions	13	4,618,800	4,552,635
Trade & Other Payables	12a	8,063,526	8,623,945
Borrowings	12b	1,423,320	1,373,356
Total Current Liabilities		14,105,646	14,549,937
NON CURRENT LIABILITIES			
Provisions	13	10,399,749	1,587,679
Trade & Other Payables	12a	6,203,155	2,802,292
Borrowings	12b	743,174	2,166,493
Total Non Current Liabilities		17,346,077	6,556,463
TOTAL LIABILITIES		31,451,723	21,106,400
NET ASSETS		1,103,925,454	1,035,653,682
EQUITY			
Accumulated Surplus		428,609,779	418,475,456
Reserves - Cash/Investment Backed	14	107,073,767	85,588,563
Revaluation Surplus	15	568,241,909	531,589,662
TOTAL EQUITY		1,103,925,454	1,035,653,682

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2015		Actual 2014/15	Actual 2013/14
	Notes	\$	\$
RESERVES CASH/INVESTMENT BACKED			
Balance at beginning of year		85,588,563	75,389,461
Transfer from accumulated surplus		50,538,590	48,931,524
Transfer to accumulated surplus		(29,053,386)	(38,732,421)
Balance at end of reporting period	14	107,073,767	85,588,563
REVALUATION SURPLUS			
Balance at beginning of year		531,589,662	409,948,251
Revaluation Increments during year		36,652,247	121,641,411
Balance at end of reporting period	15	568,241,909	531,589,662
ACCUMULATED SURPLUS			
Balance at beginning of year		418,475,456	398,878,653
Net result		31,619,526	29,795,905
Transfer from reserves		29,053,386	38,732,421
Transfer to reserves		(50,538,590)	(48,931,524)
Balance at end of reporting period		428,609,779	418,475,456
TOTAL EQUITY		1,103,925,454	1,035,653,682

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2015		Actual 2014/15	Budget 2014/15	Actual 2013/14
	Notes	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Cost		(44,802,756)	(43,000,473)	(41,956,775)
Materials and Contracts		(34,139,958)	(39,292,834)	(33,197,937)
Utilities		(4,285,795)	(4,513,005)	(4,212,014)
Interest Paid		(123,170)	(123,300)	(171,505)
Insurances		(1,952,591)	(2,340,500)	(2,245,574)
Other Expenses		(6,383,171)	(7,526,703)	(6,337,358)
GST on Payments		(6,837,579)	-	(7,691,507)
		(98,525,021)	(96,796,815)	(95,812,670)
Receipts				
Rates		64,484,285	63,150,000	59,277,383
Fees and Charges		40,328,331	43,708,911	50,366,209
Service Charges		4,349,053	4,000,000	-
Contributions, Donations and Reimbursements		1,301,834	356,840	1,232,856
Interest Received		5,716,510	6,369,391	7,348,172
Grants & Subsidies - Operating		11,843,090	9,825,765	8,545,383
Other Revenue/Income		26,637	7,100	19,179
GST on Receipts		2,596,877	-	-
GST Refunded by ATO		4,240,702	2,500,000	2,682,417
		134,887,318	129,918,007	129,471,599
NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES	16a	36,362,297	33,121,192	33,658,929
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from Sale on Non Current Assets	20b	4,001,046	2,525,125	4,403,544
Purchase Furniture and Equipment		-	(206,000)	(19,695)
Purchase Computer Equipment		(642,552)	(434,000)	(750,716)
Purchase & Construction of Infrastructure Assets		(17,043,477)	(17,116,028)	(12,765,162)
Purchase Plant and Machinery		(3,426,802)	(4,007,500)	(2,543,977)
Purchase & Development of Land		(1,406,416)	(50,000)	(586,864)
Purchase & Construction of Buildings		(14,035,063)	(24,337,000)	(26,701,374)
Grants & Contributions for the Development of Assets		18,497,201	6,726,309	14,465,768
Net Movement in Investments		(149,694)	-	1,607,146
NET CASH FLOWS PROVIDED BY/(USED IN) INVESTING ACTIVITIES		(14,205,757)	(36,899,094)	(22,891,330)
CASH FLOWS FROM FINANCING ACTIVITIES				
Increase/(Decrease) in Bonds Held		3,400,863	-	253,748
Loan Principal Repayment		(1,373,356)	20,000,000	(1,325,151)
NET CASH FLOWS PROVIDED BY/(USED IN) FINANCING ACTIVITIES		2,027,507	20,000,000	(1,071,402)
Net Increase/(Decrease) In Cash during year		24,184,047	14,848,742	9,696,198
Cash & Cash Equivalents at Beginning of Reporting Period		104,834,013	67,064,180	95,137,816
CASH & CASH EQUIVALENTS AT END OF REPORTING PERIOD	3,16b	129,018,060	81,912,923	104,834,013

The Statement of Cash Flow should be read in conjunction with the accompanying notes.

RATE SETTING STATEMENT

For the year ended 30 June 2015

		Actual 2014/15	Budget 2014/15	Actual 2013/14
	Notes	\$	\$	\$
Operating Revenue				
Specified Area Rates	23b	312,317	270,000	271,464
Fees & Charges	23b	40,311,919	39,708,911	40,700,398
Service Charges	23b	4,031,642	4,000,000	3,842,864
Operating Grants & Subsidies	23b	11,843,090	9,325,765	8,545,383
Contributions, Donations, Reimb	23b	1,301,834	356,840	1,232,856
Interest Earnings	23b	5,716,510	6,369,391	6,159,822
Other Revenue / Income	23b	26,637	7,100	19,179
Profit on Sale of Assets	20b	2,317,463	1,150,000	288,036
Total Operating Revenue		65,861,412	61,188,007	61,060,002
Operating Expenditure				
Employee Cost		(45,115,536)	(43,596,453)	(42,124,183)
Materials and Contracts		(33,512,994)	(32,304,838)	(32,658,959)
Utilities		(4,285,795)	(4,513,005)	(4,212,014)
Interest Expenses	22	(123,170)	(123,300)	(171,505)
Insurances		(1,952,591)	(2,340,500)	(2,245,574)
Other Expenses		(6,383,171)	(7,514,698)	(6,337,358)
Loss on Sale of Assets	20b	(492,329)	(582,947)	(884,744)
Impairment - Infrastructure Park Landscaping	10b	(15,701,497)	-	-
Depreciation on Non Current Assets	9b, 10b	(25,027,845)	(23,755,157)	(21,946,870)
Total Operating Expenditure		(132,594,928)	(114,730,899)	(110,581,207)
Change in Net Assets Resulting from Operations before Rates		(66,733,516)	(53,542,892)	(49,521,205)
Adjustments for Cash Budget Requirements:				
Profit on Sale of Assets	20b	(2,317,463)	(1,150,000)	(288,036)
Loss on Sale of Assets	20b	492,329	582,947	884,744
Impairment - Infrastructure Park Landscaping	10b	15,701,497	-	-
Depreciation on Assets	9b, 10b	25,027,845	23,755,157	21,946,870
Movement in Restricted Grants & Contributions		-	-	6,281,369
Movement in Non-Current Employee Benefit Provisions	13	246,615	-	135,535
Movement in Deferred Pensioners	6	(45,803)	-	(9,751)
		39,105,019	23,188,104	28,950,730
Capital Expenditure and Revenue				
Purchase of Land and Buildings	9b	(16,899,796)	(24,387,000)	(27,348,238)
Purchase of Plant and Machinery	9b	(3,426,802)	(4,007,500)	(2,543,977)
Purchase of Furniture and Equipment	9b	-	(206,000)	(19,695)
Purchase of Computer Equipment	9b	(642,552)	(434,000)	(750,716)
Construction of Infrastructure Assets	10b	(28,978,882)	(17,116,028)	(17,965,744)
Proceeds on Sale of Assets	20b	4,001,046	2,525,125	4,403,544
Contributions/Grants for the development of Assets	27	18,497,201	6,726,309	14,465,768
Gifted & Previously Unrecognised Assets	10b	13,393,722	-	5,260,583
Repayment of Loans	22	(1,373,356)	(1,373,356)	(1,325,151)
Proceeds from New Loans	22	-	20,000,000	-
Transfers from Reserves (Restricted Assets)	14	29,056,453	18,281,347	38,732,421
Transfers to Reserves (Restricted Assets)	14	(50,541,657)	(35,534,109)	(48,931,524)
		2,190,397	(12,337,108)	(7,071,998)
NET		(64,543,119)	(65,880,000)	(56,593,203)
Add: Opening Funds	34	13,175,076	3,000,000	11,247,256
Less: Closing Funds	34	13,676,287	-	13,175,076
Amount Required to be Raised from Rates		(65,044,331)	(62,880,000)	(58,521,022)

The Rate Setting Statement should be read in conjunction with the accompanying notes.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

The significant accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless otherwise stated.

(a) Basis of Preparation

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations.

Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

(b) The local government reporting entity

All Funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

Trust Fund

The Department of Local Government expressed the view that a local government has no control over performance bonds held and consequently these should be placed into the Trust Fund. However, the City determined there to be no fiduciary relationship between itself and developers, as it is not acting in the interest of, or on behalf of the developer, but in the discharge of its statutory role as a municipal authority. Therefore the City concluded the funds can legitimately be held in the municipal fund.

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash at bank and in hand and short-term deposits with an original maturity of six months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts are included as short-term borrowings in current liabilities on the Statement of Financial Position.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(e) Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(f) Inventories

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intention to release for sale.

(g) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory requirement to revalue non-current assets

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations 1996* were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for a phasing in of fair value in relation to fixed assets over three years as follows:

- (a) for the financial year ending on 30 June 2013, the fair value of all of the assets of the local government that are plant and equipment; and
 - (b) for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government -
 - (i) that are plant and equipment; and
 - (ii) that are -
 - (I) land and buildings; or-
 - (II) Infrastructure;
- and
- (c) for a financial year ending on or after 30 June 2015, the fair value of all of the assets of the local government.

Thereafter, in accordance with the regulations, each asset class must be revalued at least every 3 years.

In 2013, the City commenced the process of adopting Fair Value in accordance with the Regulations.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(g) Fixed Assets (Continued)

Land under control

In accordance with *Local Government (Financial Management) Regulation 16(a)*, the City was required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or Regional significance.

Upon initial recognition, these assets were recorded at cost in accordance with AASB 116. They were then classified as Land and revalued along with other land in accordance with the other policies detailed in this Note.

Initial recognition and measurement between mandatory revaluation dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believes this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Land under roads

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the requirement of Regulation 16(a)(i) of the *Local Government (Financial Management) Regulations* that prohibits local government from recognising such land as an asset of local government.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Regulation 16(a)(i)* of the *Local Government (Financial Management) Regulations* prohibits local government from recognising such land as an asset of local government.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Depreciation of Non-Current Assets

Non current assets are depreciated over their useful lives on a straight-line basis.

Infrastructure assets are depreciated on a basis that reflects their consumed economic benefit, which is reviewed each reporting period. Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the time an asset is completed and help ready for use.

When an item of property, plant and equipment and infrastructure asset is revalued, any accumulated depreciation at the date of the revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount. When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Depreciation is recognised, as follows:

Property, Plant and Equipment

Buildings (Components)	30-50 years
Furniture and Equipment	3-10 years
Computer Equipment	3-5 years
Plant & Machinery	3-10 years

Infrastructure Assets

Infrastructure - Footpaths	20-50 years
Infrastructure - Drainage	30-75 years
Infrastructure - Roads: Surface	15-25 years
Infrastructure - Roads: Base	50-80 years
Infrastructure - Roads: Sub-Base	80-100 years
Infrastructure - Roads: Kerbing	20-50 years
Infrastructure - Bridges	30-50 years
Infrastructure - Parks Equipment	10-30 years
Bus Shelters	15-40 years

Capitalisation Threshold

Asset Class	\$
Land	-
Buildings	-
Furniture & Equipment / Computer Equipment	5,000
Plant & Machinery	5,000
Infrastructure Assets	5,000
Software	100,000

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the City becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the City commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or at cost.

Amortised cost is calculated as:

- (a) the amount in which the financial asset or financial liability is measured at initial recognition;
- (b) less principal repayments and any reduction for impairment; and
- (c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) Financial assets at fair value through profit and loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Financial Instruments (Continued)

(iv) Available-for-sale financial assets

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months. Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

(v) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss category are presented in the income statement within other income or other expenses in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the income statement as part of revenue from continuing operations when Council's right to receive payments is established. Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Impairment

Council assesses whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss- measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised in the income statement. Impairment losses recognised on equity instruments classified as available-for-sale are not reversed.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Fair Value of Assets and Liabilities

When performing a revaluation, the City uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Fair Value of Assets and Liabilities (Continued)

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the *Local Government (Financial Management) Regulations 1996* requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 3 years.

(k) Impairment

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

(l) Trade and Other Payables

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Municipality prior to the end of the financial year that are unpaid and arise when the Municipality becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually settled within 30 days of recognition.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Employee Benefits

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other long-term employee benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

(n) Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

(o) Provisions

Provisions are recognised when: The Council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the City, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

(q) Interests in Joint Arrangements

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint venturers with an interest to net assets are classified as a joint venture and accounted for using the equity method. Refer to note 1(r) for a description of the equity method of accounting.

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The City's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements. Information about the joint venture is set out in Notes 5 and 17.

(r) Investment in Associates

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the City's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Profits and losses resulting from transactions between the City and the associate are eliminated to the extent of the City's interest in the associate.

When the City's share of losses in an associate equals or exceeds its interest in the associate, the City discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the City will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(s) Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to those undischarged conditions are disclosed in Note 2(b). That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the local government's operations for the current reporting period.

(t) Superannuation

The Council is a member of the Western Australian Local Government Superannuation Plan (WALGSP). This is a Defined Contributions Plan and Council contributes at the rate of 9.5% for the Superannuation Guarantee Charge, plus additional matching contributions of up to 4% where agreed.

(u) Rounding Off Figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar.

(v) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(w) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non-current based on the City's intentions to release for sale.

(x) Budget Information

Budget figures shown in the financial statements have been disclosed as per the legislative requirements. Where necessary, budget information has been recast to comply with current presentation requirements. Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

(y) Critical Accounting Estimates

The preparation of a financial report in conformity with the Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

The advisors model valuations, which are based on future cash flows, are derived from a number of factors including information obtained from arrangers of individual securities and ratings agencies, reviews of the components of the relevant securities and also movements in applicable credit spreads.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(z) New Accounting Standards and Interpretations

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the City for the period ended 30 June 2015. These are outlined in the table below:

Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(i) AASB 9 Financial Instruments (incorporating AASB 2014-7 and AASB 2014-8)	December 2014	1 January 2018	Nil – The objective of this Standard is to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139. Given the nature of the financial assets of the City, it is not anticipated the Standard will have any material effect.
(ii) AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127]	September 2012	1 January 2018	Nil - The revisions embodied in this Standard give effect to the consequential changes arising from the issuance of AASB 9 which is not anticipated to have any material effect on the City (refer (i) above).
(iii) AASB 15 Revenue from Contracts with Customers	December 2014	1 January 2017	This Standard establishes principles for entities to apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The effect of this Standard will depend upon the nature of future transactions the City has with those third parties it has dealings with. It may or may not be significant.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(z) New Accounting Standards and Interpretations (Continued)

	Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(iv)	AASB 2013-9 Amendments to Australian Accounting Standards - Conceptual Framework, Materiality and Financial Instruments [Operative date: Part C Financial Instruments - 1 January 2015]	December 2013	Refer title column	Part C of this Standard makes consequential amendments to AASB 9 and numerous other Standards and amends the permissions around certain applications relating to financial liabilities reissued at fair value. As the bulk of changes relate either to editorial or reference changes it is not expected to have a significant impact on the City.
(v)	AASB 2014-3 Amendments to Australian Accounting Standards - Accounting for Acquisitions of Interests in Joint Operations [AASB 1 & AASB 11]	August 2014	1 January 2016	This Standard amends AASB 11: <i>Joint Arrangements</i> to require the acquirer of an interest (both initial and additional) in a joint operation in which the activity constitutes a business, as defined in AASB 3: <i>Business Combinations</i> , to apply all of the principles on business combinations accounting in AASB 3 and other Australian Accounting Standards except for those principles that conflict with the guidance in AASB 11; and disclose the information required by AASB 3 and other Australian Accounting Standards for business combinations. Since adoption of this Standard would impact only acquisitions of interests in joint operations on or after 1 January 2016, management believes it is impracticable at this stage to provide a reasonable estimate of such impact on the City's financial statements.
(vi)	AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]	August 2014	1 January 2016	This Standard amends AASB 116 and AASB 138 to establish the principle for the basis of depreciation and amortisation as being the expected pattern of consumption of the future economic benefits of an asset. It also clarifies the use of revenue-based methods to calculate the depreciation of an asset is not appropriate nor is revenue generally an appropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset. Given the City currently uses the expected pattern of consumption of the future economic benefits of an asset as the basis of calculation of depreciation, it is not expected to have a significant impact.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(z) New Accounting Standards and Interpretations (Continued)

Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(vii) AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15	December 2014	1 January 2017	Consequential changes to various Standards arising from the issuance of AASB 15. It will require changes to reflect the impact of AASB 15.
(viii) AASB 2015-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]	January 2015	1 January 2016	This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. This Standard also makes editorial and consequential amendments as a result of amendments to the Standards listed in the title column. It is not anticipated it will have any significant impact on disclosures.
(ix) AASB 2015-3 Amendments to Australian Accounting Standards arising from the withdrawal of AASB 1031 Materiality	January 2015	1 July 2015	This Standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing it to be completely withdrawn. It is not anticipated it will have a significant impact as the principles of materiality remain largely unchanged.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(z) New Accounting Standards and Interpretations (Continued)

	Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(x)	AASB 2015-6 Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]	March 2015	1 July 2016	The objective of this Standard is to extend the scope of AASB 124 <i>Related Party Disclosures</i> to include not-for-profit sector entities. The Standard is expected to have a significant disclosure impact on the financial report of the City as both Elected Members and Senior Management will be deemed to be Key Management Personnel and resultant disclosures will be necessary.

Notes:

⁽¹⁾ Applicable to reporting periods commencing on or after the given date.

**CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2015**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(aa) Adoption of New and Revised Accounting Standards

During the current year, the City adopted all of the new and revised Australian Accounting Standards and which were applicable to its operations.

These new and revised Standards were:

AASB 2011-7
AASB 2012-3
AASB 2013-3
AASB 2013-8
AASB 2013-9 Parts A & B

The standards adopted had a minimal effect on the accounting and reporting practices of the City as they were revisions to help ensure consistency with presentation, recognition and measurement criteria of IFRSs or related to

(ab) Intangible Assets

Easements

The Council has determined that under AASB 138 Intangible Assets, easements are valued on an historical cost basis. Easements exist to allow for fair value measurement. Due to acquisition of easements at NIL values, no easements

(ac) Provisions for Restoration, Rehabilitation and Site Monitoring Costs

The City complies with the full provision method for accounting provisions in respect of restoration, rehabilitation and site monitoring costs. Charges are made to expenses based on the estimated costs of restoring, rehabilitating and monitoring the landfill site. The rate charge is reviewed annually and is based on an estimated cost per tonne. The cost per tonne is arrived at after taking into account a standard engineering cost per cubic metre of landfill, the density of the waste and the most recent aerial surveys. Engineering rates differ according to the nature of the obligation to provide the service.

(ad) Future capping Expenditure

The liability for estimated future capping expenditure is provided for through a rehabilitation provision on a phase-by-phase basis and is discounted to its present value, with the unwinding of the discount being charged to the statement of comprehensive income within the amortisation charge. The discounted present value of the future capping expenditure is also capitalised as part of the rehabilitation asset and is amortised on a straight-line basis. Changes in estimates are recognised prospectively with corresponding adjustments to the provision and associated costs.

2a. Revenue and Expenses

	Actual 2014/15	Budget 2014/15	Actual 2013/14
The net result includes:	\$	\$	\$
(i) CHARGING AS AN EXPENSE			
<u>Auditors Remuneration</u>			
Audit of financial statements	26,800	35,000	24,560
Audit of project - acquittals	26,805	12,495	18,154
<u>Depreciation</u>			
Buildings	4,548,676	4,261,656	3,290,811
Plant and Machinery	2,802,365	2,969,268	2,964,495
Furniture and Computer Equipment	248,444	250,853	318,073
Infrastructure - Roads	10,166,026	9,467,952	9,018,452
Infrastructure - Drainage	2,294,867	2,290,068	2,181,134
Infrastructure - Footpaths	1,092,153	1,161,348	1,106,165
Infrastructure - Parks Equipment	2,745,312	3,354,012	3,067,741
Infrastructure - Landfill	1,130,001	-	-
	25,027,845	23,755,157	21,946,870
<u>Interest Expenses</u>			
Debentures (refer Note 21)	123,170	123,300	171,505
<u>Rental Charges</u>			
Operating Leases	589,977	531,313	504,083
(ii) CREDITING AS REVENUE			
Grants/Contributions towards Assets	18,497,201	6,726,309	14,465,768
Increase in Equity - SMRC Joint Venture	1,274,680	-	1,069,737
<u>Interest Earnings</u>			
Interest received on Reserve Funds	2,074,414	2,263,551	1,839,307
Interest received on Other Funds	3,642,096	4,105,840	4,320,515
	5,716,510	6,369,391	6,159,822

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

2b. Revenues and Expenses

MISSION STATEMENT

To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

The City of Cockburn has adopted the program/activity structure outlined in Schedule 1 of the Local Government (Financial Management) Regulations. The City has incorporated the allocation of internal service provision costs throughout the various programs/activities.

Council operations as disclosed in this budget encompass the following service orientated programs/activities:

General Purpose Funding

The collection of general-purpose revenue including rates and penalties, general-purpose grants and interest on investments. This provides the funding for much of the City's programs/activities.

Governance

The administration and operation of facilities and services to the elected members of Council. Also includes other corporate type costs that are not related to the specific service areas covered under the other programs.

Law, Order And Public Safety

Provision of community safety services including supervision of various by-laws, animal and dog control, a security patrol service, fire prevention and voluntary emergency services.

Health

The provision of environmental health services including food quality and pest control.

Education and Welfare

The provision of support services to families and children, the aged and disabled and senior citizens. The provision of pre- schools and services and facilities for the youth.

Community Amenities

Refuse collection, recycling and disposal, the operation of the Henderson Landfill site, protection of the environment, administration of the town planning scheme and maintenance of bus shelters.

Recreation and Culture

The provision and operation of community halls and recreation centres, parks and ovals, beach reserves and swimming areas and library facilities. The development and provision of arts and cultural events.

Transport

This program includes road, drainage and footpath construction and maintenance. The provision and maintenance of streetscapes is also included, as is the purchase of heavy plant and the operations of the council works depot

Economic Services

Activities associated with the control of building activity within the city and the provision of facilities and services that encourage tourism.

Other Property and Services

Includes private works and engineering overheads and plant operating costs (both of which are allocated to the City's works program).

3. Cash & Cash Equivalents

	Actual 2014/15	Actual 2013/14
	\$	\$
Cash at Bank	4,360,482	4,913,947
Cash on Hand	26,350	23,555
Term Deposits	124,631,229	99,896,512
	129,018,060	104,834,013
Restricted	108,770,190	84,033,817
Unrestricted	20,247,870	20,800,196
	129,018,060	104,834,013
SUMMARY OF RESTRICTED CASH		
Sundry Deposits and Bonds (Non Current Payables)	6,203,155	2,802,291
Sub-total	6,203,155	2,802,291
Less:		
Funds held in current & non-current investments	-	-
	6,203,155	2,802,291
Cash/Investment Backed Reserves		
Council Funded	74,501,786	61,174,947
Externally Funded	9,567,155	9,737,168
Development Contribution Plans	23,004,825	14,676,448
Sub-total	107,073,767	85,588,563
Less:		
Funds held in current & non-current investments	(4,506,731)	(4,357,037)
	102,567,036	81,231,526
TOTAL RESTRICTED CASH	108,770,190	84,033,817

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

4. Financial Assets

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Held to Maturity Investments maturing within 12 mths of reporting period	-	-
NON CURRENT		
Held to Maturity Investments maturing later than 12 mths from reporting period		
Mortgage-Backed securities	4,506,731	4,357,037
Available-for-Sale Financial Assets		
Investment in WALGA Local Government House Trust *	143,108	-
	<u>4,649,839</u>	<u>4,357,037</u>

All held to maturity Investments are restricted in nature (see note 3).

*) This note discloses the equity the City has in the Local Government House Trust as a consequence of a contribution towards the cost of purchasing Local Government House.

The total contribution by all Councils towards the cost of the WALGA building was \$582,000. There are 620 units in the Local Government House Unit Trust, 8 of which are held by the City of Cockburn.

The City has capitalised its share in the Local Government House Trust for the first time this year based on the trust's 30 June 2014 audited financial statements.

5. Interests in Joint Ventures

NON CURRENT		
Joint Venture in SMRC	8,437,737	7,163,057
	<u>8,437,737</u>	<u>7,163,057</u>

Refer note 17 for further detail on SMRC Joint Venture

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

6. Trade & Other Receivables

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Rates Outstanding	1,011,305	184,746
Rubbish Charges Outstanding	230,247	246,371
Sundry Debtors	3,379,021	3,379,308
GST Receivable	849,851	1,149,214
	5,470,423	4,959,639
NON CURRENT		
Rates Outstanding - Pensioners	632,550	586,747
	632,550	586,747

7. Other Assets

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Prepayments	621,686	552,401
	621,686	552,401

8. Inventories

	Actual 2014/15	Actual 2013/14
	\$	\$
Fuel Depot	18,634	39,421
	18,634	39,421

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

9a. Property, Plant and Equipment

	Actual 2014/15	Actual 2013/14
	\$	\$
LAND		
At Independent Valuation 2014	99,470,600	100,204,600
	99,470,600	100,204,600
BUILDINGS		
At Independent Valuation 2014	196,150,560	146,975,900
LESS Accumulated Depreciation	(69,836,150)	(68,321,000)
	126,314,409	78,654,900
FURNITURE AND EQUIPMENT		
At Management Valuation 2015	1,940,310	1,940,310
LESS Accumulated Depreciation	(1,528,223)	(1,374,983)
	412,086	565,327
COMPUTER EQUIPMENT		
At Management Valuation 2015	2,826,197	1,887,850
LESS Accumulated Depreciation	(1,792,852)	(1,715,729)
	1,033,345	172,121
PLANT AND MACHINERY		
At Management Valuation 2015	20,297,200	19,989,271
LESS Accumulated Depreciation	(8,932,777)	(8,467,625)
	11,364,424	11,521,646
WORK IN PROGRESS		
At cost	22,100,465	58,382,983
	22,100,465	58,382,983
TOTAL PROPERTY, PLANT AND EQUIPMENT		
Gross Book Value	342,785,331	329,380,913
LESS Accumulated Depreciation	(82,090,002)	(79,879,337)
NET BOOK VALUE	260,695,329	249,501,577

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

9b. Movements in Carrying Amounts - Property, Plant & Equipment

The following table reconciles the carrying amount at the beginning and end of the current financial year for each class of non-current assets:

Asset Classification	Carrying amount at beginning of the year	<i>add:</i> Acquisitions	<i>add:</i> Gifted Development Assets	<i>add / (less)</i> Revaluation increments/ (decrements)	<i>less:</i> Disposals & Write Offs	<i>less:</i> Depreciation	<i>Transfers</i> Works Completed & Capitalised During the Year	Carrying amount at end of the year
Freehold Land	100,204,600	10,105			(744,105)			99,470,600
Buildings	78,654,900	0	1,458,317		(650,148)	(4,548,676)	51,400,016	126,314,409
Furniture & Equipment	565,327					(153,240)		412,086
Computer Equipment	172,121	956,428				(95,204)		1,033,345
Plant & Machinery	11,521,646	3,426,802			(781,659)	(2,802,365)		11,364,424
Work in Progress	58,382,983	16,575,816					(51,400,016)	22,100,466
	249,501,577	20,969,150	1,458,317	0	(2,175,912)	(7,599,485)	0	260,695,330

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

10a. Infrastructure Assets

	Actual 2014/15	Actual 2013/14
	\$	\$
INFRASTRUCTURE - ROADS		
At Management Valuation 2015	559,813,818	543,958,914
LESS Accumulated Depreciation	(159,360,816)	(160,491,191)
	400,453,002	383,467,723
INFRASTRUCTURE - DRAINAGE		
At Management Valuation 2015	249,798,853	229,168,827
LESS Accumulated Depreciation	(48,669,308)	(46,023,348)
	201,129,545	183,145,479
INFRASTRUCTURE - FOOTPATHS		
At Management Valuation 2015	54,727,130	52,204,944
LESS Accumulated Depreciation	(14,624,162)	(14,274,267)
	40,102,968	37,930,677
INFRASTRUCTURE - PARKS EQUIPMENT		
At Management Valuation 2015	58,435,440	55,911,883
LESS Accumulated Depreciation	(21,203,880)	(18,917,140)
	37,231,560	36,994,743
INFRASTRUCTURE - PARKS LANDSCAPING		
At Management Valuation 2015	-	15,615,423
	-	15,615,423
LANDFILL INFRASTRUCTURE		
At Management Valuation 2015	35,137,559	35,096,950
LESS Accumulated Depreciation	(11,956,061)	(10,826,060)
	23,181,498	24,270,890
WORK IN PROGRESS		
At cost	15,168,890	3,341,255
	15,168,890	3,341,255
TOTAL INFRASTRUCTURE ASSETS		
Gross Book Value	973,081,690	935,298,197
LESS Accumulated Depreciation	(255,814,227)	(250,532,007)
NET BOOK VALUE	717,267,463	684,766,190

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

10b. Movements in Carrying Amounts - Infrastructure

The following table reconciles the carrying amount at the beginning and end of the current financial year for each class of non-current assets:

		<i>add:</i>	<i>add:</i>	<i>add / (less)</i>	<i>less:</i>	<i>less:</i>	<i>Transfers</i>	
Asset Classification	Carrying amount at beginning of the year	Acquisitions	Gifted Development Assets	Revaluation increments/ (decrements)	Disposals & Write Offs	Depreciation	Works Completed & Capitalised During the Year	Carrying amount at end of the year
Roads Infrastructure	383,467,723		7,652,181	17,481,874		(10,166,026)	2,017,250	400,453,002
Drainage Infrastructure	183,145,479		4,283,224	15,532,529		(2,294,867)	463,180	201,129,545
Footpaths Infrastructure	37,930,677			2,600,817		(1,092,153)	663,627	40,102,968
Parks Equipment	36,994,743			1,037,027		(2,745,312)	1,945,102	37,231,560
Parks & Gardens Infrastructure	15,615,423				(15,701,497)		86,073	(0)
Refuse Site Infrastructure	24,270,890					(1,130,001)	40,609	23,181,498
Works in Progress	3,341,255	17,043,477					(5,215,842)	15,168,890
	684,766,190	17,043,477	11,935,405	36,652,247	(15,701,497)	(17,428,359)	0	717,267,463

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

11. Rehabilitation Assets

	Actual 2014/15	Actual 2013/14
NON CURRENT		
Post closure rehabilitation assets	8,565,455	
Less: Accumulated amortisation	-	-
	8,565,455	-

Movements in carrying amounts of post closure rehabilitation assets during the financial year are shown as follows.

	Rehabilitation Assets
	\$
Opening balance at 1 July 2014	-
Recognition of Present Value of Rehabilitation Cost	8,565,455
Amortisation	-
Closing Balance at 30 June 2015	8,565,455

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

12a. Trade & Other Payables

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Creditors	7,795,543	8,374,009
GST Payable	267,983	249,936
	8,063,526	8,623,945
NON CURRENT		
Sundry Deposits and Bonds	6,203,155	2,802,292

12b. Borrowings

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Debentures - Secured by Floating Charge	1,423,320	1,373,356
NON CURRENT		
Debentures - Secured by Floating Charge	743,174	2,166,493

Additional detail on borrowings is provided in Note 22.

NOTES TO THE ACCOUNTS.

13. Provisions

	Actual 2014/15	Actual 2013/14
CURRENT	\$	\$
Provision for Annual Leave	2,766,414	2,601,865
Provision for Long Service Leave	1,852,386	1,950,770
	4,618,800	4,552,635

NON CURRENT

Provision for Long Service Leave	1,834,293	1,587,679
Provision for Site Rehabilitation	8,565,455	-
	10,399,749	1,587,679

	Provision for Annual Leave	Provision for Long Service Leave	Provision for Site Rehabilitation	Total
	\$	\$	\$	\$
Opening balance as at 1 July 2014	2,601,865	3,538,449	-	6,140,314
Net movement	164,550	148,230	8,565,455	8,878,235
Balance at 30 June 2015	2,766,414	3,686,679	8,565,455	15,018,549

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
CASH BACKED RESERVES			
Staff Payments & Entitlements			
Opening Balance	2,271,100	2,314,621	2,261,717
Transfer from Accumulated Surplus - Interest	54,884	157,540	54,883
Transfer from Accumulated Surplus	110,000	110,000	105,000
Transfer to Accumulated Surplus	(386,942)	(180,000)	(150,500)
	2,049,042	2,402,161	2,271,100

This Reserve provides for payment of staff entitlements including leave, separation, bonus, awards and other payments made to Staff either through contractual or statutory entitlement. The purpose of this Reserve was broadened during the reporting year from it's previous purpose of providing only for Leave Liability.

Plant & Vehicle Replacement

Opening Balance	5,930,546	4,369,651	3,731,633
Transfer from Accumulated Surplus - Interest	126,404	76,610	84,821
Transfer from Accumulated Surplus	3,450,000	3,450,000	3,377,920
Transfer to Accumulated Surplus	(2,090,830)	(2,373,375)	(1,263,828)
	7,416,121	5,522,886	5,930,546

This Reserve provides for the orderly replacement of plant and vehicles. Annual transfers into this Reserve are equivalent to the depreciation charge for plant each year. Funds are drawn as required to meet annual plant replacement costs.

Information Technology

Opening Balance	261,600	96,922	428,166
Transfer from Accumulated Surplus - Interest	5,369	37,220	8,953
Transfer from Accumulated Surplus	100,000	100,000	124,671
Transfer to Accumulated Surplus	(87,175)	-	(300,189)
	279,795	234,142	261,600

This Reserve Fund was set up to provide for the upgrading/replacement of Council's computer hardware and software depreciated over five years. An amount equivalent to the annual depreciation charge for computers is transferred to the Reserve each year. Funds are drawn as required to cover capital computer replacement costs.

Major Building Refurbishment

Opening Balance	5,439,366	5,399,865	2,409,325
Transfer from Accumulated Surplus - Interest	140,612	25,930	61,539
Transfer from Accumulated Surplus	-	-	2,998,545
Transfer to Accumulated Surplus	(127,572)	-	(30,043)
	5,452,406	5,425,795	5,439,366

This Reserve Fund was set up to provide funds for future major refurbishment requirements for Council buildings as they become necessary. The identified target balance for this Reserve is 10% of the insured value of buildings (\$7.5M). Annual transfers will be made to this Reserve (as able to be accommodated within any end of year surplus) in order to reach this target.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Waste & Recycling			
Opening Balance	18,659,246	18,077,935	13,772,203
Transfer from Accumulated Surplus - Interest	469,267	626,270	346,920
Transfer from Accumulated Surplus	3,607,510	3,518,824	5,143,048
Transfer to Accumulated Surplus	(1,405,066)	(1,110,000)	(602,925)
	21,330,958	21,113,029	18,659,246
This Reserve Fund was initially set up for the funding of capital costs associated with the development of a rubbish disposal site. It was recognised that land would be expensive to purchase and the stringent environmental standards required would result in high development costs. Transfers to this Reserve are made based on planned future capital funding requirements.			
Land Development and Investment Fund Reserve			
Opening Balance	4,719,455	4,351,747	13,933,953
Transfer from Accumulated Surplus - Interest	106,688	283,600	328,534
Transfer from Accumulated Surplus	3,116,453	1,529,690	3,670,520
Transfer to Accumulated Surplus	(2,337,496)	(225,000)	(13,213,552)
	5,605,100	5,940,037	4,719,455
This Reserve Fund is to accommodate and facilitate the purchase, development and disposal of land under the Council's land development strategies with the ability to loan funds on an interest payable basis to other reserve funds of the City.			
Roads & Drainage Infrastructure			
Opening Balance	2,026,150	439,415	2,087,403
Transfer from Accumulated Surplus - Interest	40,652	101,580	33,059
Transfer from Accumulated Surplus	1,594,821	1,250,000	1,250,000
Transfer to Accumulated Surplus	(453,769)	(1,570,000)	(1,344,311)
	3,207,854	220,995	2,026,150
The purpose of this Reserve Fund is to provide for the renewal and refurbishment of roads and drainage infrastructure and for the provision of matching funds for Federal & State Government road grants.			
Naval Base Shacks			
Opening Balance	766,921	549,020	596,438
Transfer from Accumulated Surplus - Interest	19,776	16,420	15,573
Transfer from Accumulated Surplus	89,129	151,413	158,854
Transfer to Accumulated Surplus	(47,073)	(550,000)	(3,945)
	828,752	166,853	766,921
This Reserve Fund was initially set up to provide funds for the development & refurbishment of the Naval Base Chalet Resort. It is envisaged that it will also fund rehabilitation costs required to be incurred when the Park reverts back to the State Government. Annual transfers to this Reserve are fully funded by part of the lease income derived from the chalet sites.			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Mobile Rubbish Bins			
Opening Balance	63,279	145,560	209,552
Transfer from Accumulated Surplus - Interest	(708)	24,440	3,081
Transfer to Accumulated Surplus	(62,000)	(170,000)	(149,353)
	572	-	63,279
In 1989 Council introduced the use of Mobile Rubbish Bins for its waste collection service. In 1992, this reserve was established to provide for the replacement of the bins in due course. Based on current pricing for the bins, no additional transfers to this Reserve are required. Future interest earnings will maintain an adequate balance in this Reserve.			
Community Infrastructure			
Opening Balance	9,830,572	8,422,143	10,890,947
Transfer from Accumulated Surplus - Interest	251,723	200,590	212,151
Transfer from Accumulated Surplus	4,542,744	4,508,068	8,733,787
Transfer to Accumulated Surplus	(8,414,091)	(8,070,000)	(10,006,312)
	6,210,948	5,060,801	9,830,572
This Reserve Fund was set up to fund the provision of community and recreation facilities within the City as the need arises. The requirement for these facilities over the next five to ten years is significant due to the rapid rate of development within the city and the associated population growth. A transfer of \$8.0m is made from this Reserve into the Cockburn Central West Recreation Facility Reserve in the 2014/15 budget.			
Workers Compensation			
Opening Balance	379,495	382,655	399,501
Transfer from Accumulated Surplus - Interest	9,827	15,480	9,994
Transfer to Accumulated Surplus	-	-	(30,000)
	389,322	398,135	379,495
Council's Workers Compensation cover is provided by Municipal Workcare, which is a self-insurance scheme. If at a future date claims exceed income, then Council will be required to contribute further funds towards any deficit. These funds are held so that any additional contribution that may be called for would not impact on the annual budget.			
Greenhouse Action Fund			
Opening Balance	652,516	286,120	579,053
Transfer from Accumulated Surplus - Interest	16,403	13,880	14,195
Transfer from Accumulated Surplus	200,000	200,000	200,000
Transfer to Accumulated Surplus	(232,064)	(500,000)	(140,733)
	636,855	-	652,516
This Reserve will be used to purchase carbon offsets and fund projects to support energy efficiency, waste management and renewable energy installations.			
Development Contribution Plans			
Opening Balance	4,647,104	4,174,064	4,325,532
Transfer from Accumulated Surplus - Interest	138,974	(101,205)	110,444
Transfer from Accumulated Surplus	1,855,340	1,535,922	2,200,487
Transfer to Accumulated Surplus	(116,261)	(109,985)	(1,989,359)
	6,525,157	5,498,796	4,647,104
This Reserve was established for the management of contributions and costs with respect to Development Contribution Areas as established by and in accordance with Town Planning Scheme 3.			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Family Day Care Accumulation Fund			
Opening Balance	22,383	63,933	64,233
Transfer from Accumulated Surplus - Interest	54	3,000	1,644
Transfer from Accumulated Surplus	1,876	-	-
Transfer to Accumulated Surplus	(24,314)	(30,000)	(43,493)
	-	36,933	22,383
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			
Aged and Disabled Asset Replacement Reserve			
Opening Balance	322,162	430,614	424,948
Transfer from Accumulated Surplus - Interest	7,710	9,855	10,200
Transfer from Accumulated Surplus	104,119	62,625	68,496
Transfer to Accumulated Surplus	(3,499)	(145,000)	(181,482)
	430,493	358,095	322,162
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			
Welfare Projects Employee Entitlements			
Opening Balance	444,422	385,135	452,182
Transfer from Accumulated Surplus - Interest	11,667	12,452	10,711
Transfer from Accumulated Surplus	37,479	-	494,929
Transfer to Accumulated Surplus	(61,313)	-	(513,399)
	432,255	397,587	444,422
This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.			
Bibra Lake Nutrient Management			
Opening Balance	313,447	316,020	305,625
Transfer from Accumulated Surplus - Interest	8,117	12,230	7,823
	321,564	328,250	313,447
This Reserve Fund was established in 2002/03 to provide funds to manage the nutrients in Bibra Lake once an acceptable solution to the problem is found. An annual allocation of \$25,000 is made.			
Contaminated Sites			
Opening Balance	2,518,882	2,343,639	1,999,849
Transfer from Accumulated Surplus - Interest	64,181	51,520	50,759
Transfer from Accumulated Surplus	-	-	500,000
Transfer to Accumulated Surplus	(94,144)	(100,000)	(31,726)
	2,488,919	2,295,159	2,518,882
This Reserve is required to cover any costs associated with clean-up & remediation works at contaminated sites within the district as enforced by the Contaminated Sites Act.			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Municipal Elections			
Opening Balance	49,721	14,559	493,285
Transfer from Accumulated Surplus - Interest	1,288	13,270	8,635
Transfer to Accumulated Surplus	-	-	(452,198)
	51,009	27,829	49,721
This Reserve has been established to provide funding to cover election expenses during election years. An amount will be transferred into this reserve in non-election years.			
DCD Redundancies Reserve			
Opening Balance	2,991	2,916	2,916
Transfer from Accumulated Surplus - Interest	56	-	75
Transfer from Accumulated Surplus	39,692	-	-
Transfer to Accumulated Surplus	(2,900)	-	-
	39,839	2,916	2,991
This Reserve was created for the purpose of covering potential future redundancy costs for DCD funded services, as the funding agreement does not allow for these costs.			
Port Coogee Special Maintenance - SAR			
Opening Balance	1,005,468	966,771	809,083
Transfer from Accumulated Surplus - Interest	24,874	23,060	21,827
Transfer from Accumulated Surplus	312,317	270,000	271,464
Transfer to Accumulated Surplus	(117,925)	(117,925)	(96,907)
	1,224,733	1,141,906	1,005,468
This Reserve was established to manage the funds raised through the specified area rate for the Port Coogee development. These funds are required for the specialised maintenance requirements of the development. The City commenced rating issued lots in 2008/09.			
Port Coogee Waterways Reserve			
	-	-	-
This Reserve was established this year to manage the funds paid by the developer of the Port Coogee marina development in accordance with the Waterways Environmental Management Plan (WEMP). The funds will be used to maintain and manage the marina when it comes under the City's control.			
Public Open Space (POS) Cash in Lieu Trust			
Opening Balance	4,240,466	3,708,119	4,031,593
Transfer from Accumulated Surplus - Interest	125,291	132,710	98,237
Transfer from Accumulated Surplus	1,601,101	-	547,000
Transfer to Accumulated Surplus	(480,943)	(888,000)	(436,364)
	5,485,916	2,952,829	4,240,466
This Reserve was established in 2009/10 for holding Council's public open space cash in lieu trust funds.			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Community Surveillance Levy Reserve			
Opening Balance	653,841	462,822	498,556
Transfer from Accumulated Surplus - Interest	13,741	29,690	12,136
Transfer from Accumulated Surplus	1,005,395	503,160	259,509
Transfer to Accumulated Surplus	(191,051)	(90,000)	(116,360)
	1,481,926	905,672	653,841
This Reserve was established this year to fund activities in relation to Community Surveillance.			
Carbon Pollution Reduction Scheme Reserve (CPRS)			
	-	-	-
This reserve will contain funds that are levied for the purpose of CPRS including payments to the Federal Government.			
Community Infrastructure – Development Contributions Reserve			
Opening Balance	10,029,345	5,338,005	3,361,786
Transfer from Accumulated Surplus - Interest	337,310	140,180	159,648
Transfer from Accumulated Surplus	6,249,691	3,000,000	6,587,912
Transfer to Accumulated Surplus	(136,678)	(359,999)	(80,001)
	16,479,668	8,118,186	10,029,345
This reserve has been established to account for the funds generated from the proposed Community Infrastructure Developer Contributions Scheme. Subject to ministerial approval, funds could commence flowing during 2011/12.			
Waste Collection Levy Surplus			
Opening Balance	264,697	444,110	132,072
Transfer from Accumulated Surplus - Interest	5,434	1,540	3,380
Transfer from Accumulated Surplus	1,110,439	190,955	129,244
Transfer to Accumulated Surplus	(325,500)	(200,000)	-
	1,055,070	436,605	264,697
This Reserve is used to manage any surplus' generated from the annual waste collection levy versus the service costs.			
Cockburn Super Clinic			
Opening Balance	1,936,374	15,000	4,242,180
Transfer from Accumulated Surplus - Interest	30,964	169,220	80,055
Transfer from Accumulated Surplus	3,067	-	-
Transfer to Accumulated Surplus	(1,970,405)	-	(2,385,861)
	-	184,220	1,936,374
This reserve was established for the purpose of managing and meeting the accountability requirements for the federal grant funds towards the construction of the GP super clinic on Wentworth Pde, Success.			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
Naval Base Leaseholder Dwelling Removal			
Opening Balance	333,945	330,032	272,408
Transfer from Accumulated Surplus - Interest	8,648	4,270	7,536
Transfer from Accumulated Surplus	54,693	54,693	54,000
	397,285	388,995	333,945
Established for the purposes of the future removal of leasehold dwellings at Reserve 24308, Naval Base. All funds raised are to be accounted for on a property lease by lease basis, and not on who paid the actual payment at the time of the payment. Funds raised will be reimbursed to leaseholders when dwelling is removed and the site rehabilitated to its prior state.			
Underground Power - SAR			
Opening Balance	754,224	524,840	1,301,740
Transfer from Accumulated Surplus - Interest	19,175	(11,570)	36,691
Transfer from Accumulated Surplus	1,149,592	1,200,000	1,328,699
Transfer to Accumulated Surplus	(1,372,063)	(1,372,063)	(1,912,905)
	550,927	341,207	754,224
This Reserve is being established to account for and manage the funds raised through the specified area rate for the undergrounding of power in East Coolbellup. The funds are completely restricted to this purpose.			
Environmental Offset			
Opening Balance	277,368	216,136	357,376
Transfer from Accumulated Surplus - Interest	7,183	(3,110)	8,486
Transfer to Accumulated Surplus	-	-	(88,494)
	284,550	213,026	277,368
Purpose of the reserve is to receive funds so as to undertake environmental rehabilitation of land associated with road construction as approved by the relevant government agency.			
Bibra Lake Management Plan Reserve			
Opening Balance	847,819	814,892	1,014,207
Transfer from Accumulated Surplus - Interest	21,044	(9,120)	25,171
Transfer to Accumulated Surplus	(120,000)	(120,000)	(191,559)
	748,863	685,772	847,819
Purpose of the reserve is to receive funds so as to implement the Bibra Lake Management Plan as adopted by Council.			
Restricted Grants & Contributions Reserve			
Opening Balance	5,923,657	2,888,699	-
Transfer from Accumulated Surplus - Interest	156	-	12,145
Transfer from Accumulated Surplus	3,458,719	-	8,888,133
Transfer to Accumulated Surplus	(3,812,694)	-	(2,976,621)
	5,569,838	2,888,699	5,923,657
Purpose of the reserve is to quarantine monies received for restricted purposes across financial years			

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

14. Reserves

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
NEW - CIHF Building Maintenance Reserve			
Transfer from Accumulated Surplus - Interest	7,650	-	-
Transfer from Accumulated Surplus	2,181,773	600,000	-
	2,189,423	600,000	-
Purpose of the reserve is to provide funding for major building maintenance of the Cockburn Integrated Health Facility at Cockburn Central.			
NEW - Cockburn Central West Recreation Facility Reserve			
Transfer from Accumulated Surplus	12,491,292	11,241,207	-
Transfer to Accumulated Surplus	(4,582,685)	-	-
	7,908,607	11,241,207	-
Purpose of the reserve is to manage funds for the development of the Cockburn Central West Recreation Facility. \$8.0m has been diverted from the Community Infrastructure Reserve into this new reserve.			
SUMMARY CASH BACKED RESERVES			
Opening Balance	85,588,563	68,275,960	75,389,461
Transfer from Accumulated Surplus - Interest	2,074,414	2,057,552	1,839,307
Transfer from Accumulated Surplus	48,467,243	33,476,557	47,092,217
Transfer to Accumulated Surplus	(29,056,453)	(18,281,347)	(38,732,421)
Transfer to Accumulated Surplus-Impairment	-	-	-
TOTAL CASH BACKED RESERVES	107,073,767	85,528,723	85,588,563

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

15. REVALUATION SURPLUS

	Actual 2014/15 \$	Actual 2013/14 \$
Revaluation surpluses have arisen on revaluation of the following classes of non-current assets:		
Land		
Opening balance	118,679,531	96,677,942
Revaluation Increment/(Decrement)	-	22,001,589
	118,679,531	118,679,531
Buildings		
Opening balance	22,405,632	19,016,167
Revaluation Increment/(Decrement)	-	3,389,465
	22,405,632	22,405,632
Roads Infrastructure		
Opening Balance	213,820,054	129,531,615
Revaluation Increment/(Decrement)	17,481,874	84,288,439
	231,301,929	213,820,054
Drainage Infrastructure		
Opening Balance	135,494,667	130,016,838
Revaluation Increment/(Decrement)	15,532,529	5,477,829
	151,027,196	135,494,667
Footpath Infrastructure		
Opening Balance	23,493,420	19,870,923
Revaluation Increment/(Decrement)	2,600,817	3,622,497
	26,094,236	23,493,420
Parks Equipment Infrastructure		
Opening Balance	15,022,723	14,834,765
Revaluation Increment/(Decrement)	1,037,027	187,958
	16,059,750	15,022,723
Landfill Infrastructure		
Opening Balance	2,673,635	-
Revaluation Increment/(Decrement)	-	2,673,635
	2,673,635	2,673,635
TOTAL REVALUATION SURPLUS	568,241,909	531,589,662
SUMMARY OF REVALUATION SURPLUS		
Opening Balance	531,589,662	409,948,251
Revaluation net increments made during the year	36,652,247	121,641,411
TOTAL REVALUATION SURPLUS	568,241,909	531,589,662

NOTES to and forming part of the financial statements

16. Notes to Statement of Cash Flows

	Actual 2014/15 \$	Budget 2014/15 \$	Actual 2013/14 \$
16a			
Reconciliation of Net Cash Provided by/(Used in) Operating Activities to Change in Net Assets Resulting from Operations.			
Net Result	31,619,526	16,063,417	44,353,128
Add (Less) non-cash items:			
Depreciation	25,027,845	23,755,157	21,946,870
(Profit)/Loss on Sale of Assets	(1,825,134)	(567,053)	596,708
Impairment - Infrastructure Park Landscape	15,701,497	-	-
Impairment charge provision	-	-	-
Employee entitlements provision	312,780	595,980	167,408
Accrued investment income	-	-	1,188,350
Joint Venture Investment	(1,417,788)	-	(15,626,960)
Recognition of infrastructure assets previously not recognised	(13,393,722)	-	(5,260,583)
Less: Grants & Contributions for the Development of Assets	(18,497,201)	(6,726,309)	(14,465,768)
Change in Assets and Liabilities:			
[Increase)/Decrease in Rates Debtors & Deferred Rates	(872,362)	-	484,897
(Increase)/Decrease in Sundry Debtors	299,651	-	697,871
(Increase)/Decrease in Stock on Hand	20,787	-	4,781
Increase/(Decrease) in Creditors & Accruals	(560,419)	-	(480,098)
(Increase)/Decrease in Rubbish Debtors	16,124	-	62,661
Increase/(Decrease) on Income Received in Advance	-	-	-
(Increase)/Decrease in Prepayments	(69,285)	-	(10,336)
NET CASH USED IN OPERATING ACTIVITIES	36,362,297	33,121,193	33,658,929
16b			
Reconciliation of Cash			
For the purpose of the Statement of Cash Flows, the entity considers cash to include Cash on Hand and in Banks and investments in Money Market Instruments. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related item in the Balance Sheet as follows: -			
Cash at Bank	4,360,482	17,833,325	4,913,947
Cash on Hand	26,350	35,505	23,555
Cash Equivalent Investments	124,631,229	64,044,092	99,896,512
Cash & Cash Equivalents at end of Reporting Period	129,018,060	81,912,923	104,834,014
16c			
Undrawn Borrowing Facilities			
Credit Standby Arrangements			
Credit Card limit	250,000		250,000
Credit Card Balance at Balance Date	50,458		58,849
Total Amount of Credit Unused	199,542		191,151

17. Investment in Joint Venture - SMRC

The City is a member of the Southern Metropolitan Regional Council (SMRC) and also a participant in the Regional Resource Recovery Centre (RRRC).

The RRRC is controlled by a regional local government established in accordance with the Local Government Act 1995. The regional local government being the SMRC, consists of six local governments of which five are participants in the RRRC.

Participating Local Governments are required to contribute an annual fee to cover the capital cost in the establishment of the facility and pay gate fees for each tonne of waste they deliver to the facility to cover the operating costs. The capital costs for each participating Local Government member is based on the Australian Bureau of Statistics population statistics. Each project participant will develop equity in the project equal to the relevant proportion of the total capital loan repayments made by that project participant. The City of Cockburn's interest in the RRRC is 41.72 per cent.

The City of Cockburn has guaranteed, by way of agreement, its share of the Loan Liability to the SMRC and the Western Australian Treasure Corporation (funding body). The City of Cockburn's share of the outstanding loan liabilities of RRRC at 30 June 2015 is \$11,252,011 (audited). The City of Cockburn's share of the outstanding loan liability for the SMRC Admin Building at 30 June 2015 is \$664,380 (audited)

	2014/15 Actual \$ (audited)	2013/14 Actual \$ (unaudited)
The City's share in the net assets of the SMRC (excluding equity) Equity Ratio	7,690,632	6,469,943
Represented by Share of Joint Venture entity's Financial		
Current Assets	5,558,254	4,430,145
Non Current Assets	16,799,485	17,739,005
Total Assets	<u>22,357,739</u>	<u>22,169,151</u>
Current Liabilities	5,327,788	5,375,357
Non Current Liabilities	8,592,214	9,630,736
Total Liabilities	<u>13,920,002</u>	<u>15,006,093</u>
Net Assets	<u>8,437,737</u>	<u>7,163,057</u>
Net Increase/(Decrease) in Equity - SMRC Joint Venture	<u><u>1,274,680</u></u>	

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

18. Contingent Liabilities

(a) Regional Resource Recovery Centre- Lending Facility

Council is a participant in the Regional Resource Recovery Centre Joint Venture. The project was established through the Southern Metropolitan Regional Council (SMRC) and involves the cities of Canning, Cockburn, Fremantle, Melville and the Town of East Fremantle in the development of a waste processing plant and a recyclable and green waste facility at Canning Vale.

The capital construction of the facility is funded by borrowings from Western Australian Treasury Corporation. A \$40 million lending facility was initially set up for this purpose, repayable over a term of 20 years. This facility has since been extended to a total of \$55 million. The SMRC administer the borrowings and the project participants make quarterly contributions equal to the repayment costs of these borrowings.

The Council's estimated share of the project funding is based upon population percentages as derived from the Australian Bureau of Statistics census. These are now revised yearly over the life of the loan. Council's share in the 2014/15 year is 42.20%.

As at 30th June 2015, the balance outstanding against the lending facility stood at \$26,663,532 with Council's share of this liability being \$11,252,011 (calculated using the percentage of 42.20%).

Council's annual contribution towards the repayment of interest and principal on the lending facility is currently around \$1.57 million (approx. \$39 per household).

Council has guaranteed by way of agreement its share of the loan liability to the SMRC and the Western Australian Treasury Corporation (funding body).

(b) SMRC Administration Building - Lending Facility

As a SMRC participant, Council has guaranteed by way of security to the Western Australian Treasury Corporation, a charge over its' general funds for its' share of any outstanding debenture borrowings provided for the SMRC administration building at 9 Aldous Place Booragoon. This facility has a limit of \$2 million.

As at 30th June 2015, the balance outstanding against this facility stood at at \$1,800,000 with Council's share of this liability being \$664,380 (using the current cost/profit sharing percentage of 36.91%).

(c) ATO GST Audit - Unimproved Land Sales

The Australian Taxation Office (ATO) instigated an audit into the City's GST treatment of unimproved land sales made during the period 1 September 2009 to 30 September 2013. Specifically, it investigated the City's application of the margin scheme to land sales made under Item 4 of sub-section 75-10(3) of the GST Act and whether the City correctly accounted for the GST attributable to these sales. The audit completed in December 2014 found that the City had not correctly accounted for GST on these land sales by a shortfall of \$782,747. This finding was premised on the ATO's view that some of the land had been improved prior to 1 July 2000 (mainly through land clearing) and that this had enhanced the value of the land compared to its natural state. However, the City's tax advisor's position is that the ATO have erred with their interpretation of the facts and is currently acting on behalf of the City (and several other clients with similar issues) in responding to the ATO's audit findings.

Upon advice, the City has since entered the ATO's Alternative Dispute Resolution (ADR) process that was developed to resolve issues in respect of 'land on which there are no improvements', applicable for section 38-445 and Item 4 of subsection 75-10(3) of the A New Tax System (Goods and Services Tax) Act 1999. The City's ADR matter will only be dealt with after the ATO have resolved other current ADR matters addressing the same or similar issues. The ATO has also advised that in the event the ADR process finds that Item 4 is not applicable to the land sales in question, it will review its audit decision to consider the City's ability to apply alternative margin scheme provisions to the land sales. This scenario would most likely lead to a reduction in the audit result of a \$782,747 tax liability.

Given the City's tax advice to date, it remains confident that the ATO's audit findings will be substantially changed following the resolution of the ADR process. However, until this process has run its course, the City will continue to disclose a contingent liability in the financial statements.

19. Capital & Leasing Commitments

Capital Commitments

At the reporting date, Council had the following commitments remaining for major purchases:

	2015	2014
	\$	\$
Contracted for:		
capital expenditure projects	3,258,628	4,799,410
plant & equipment purchases	-	444,101
	3,258,628	5,243,511

Operating Leasing Commitments

Non-cancellable operating leases contracted for but not capitalised in the financial report

	Actual 2014/15	Actual 2013/14
Payable:	\$	\$
Not later than 1 year	684,096	477,856
Later than 1 year but not later than 5 years	736,875	729,435
Later than 5 years	-	-
	1,420,971	1,203,522

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

20a. Assets Classified by Function

Total Assets Classified by Function and Activity

	Actual 2014/15	Actual 2013/14
	\$	\$
General Purpose Funding	41,636,420	29,752,358
Governance	22,685,367	21,706,192
Law, Order and Public Safety	2,717,356	2,892,989
Health	2,114,025	1,287,106
Education and Welfare	2,824,896	3,166,877
Community Amenities	69,840,637	49,069,776
Recreation and Culture	129,135,664	188,727,689
Transport	696,183,914	644,810,561
Economic Services	3,348,088	3,576,369
Other Property and Services	164,890,812	111,770,165
Total	1,135,377,178	1,056,760,082

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

20b. Disposal of Assets

	NET BOOK VALUE		SALE PRICE		PROFIT/(LOSS)	
	Actual 2014/15	Actual 2013/14	Actual 2014/15	Actual 2013/14	Actual 2014/15	Actual 2013/14
BY FUNCTION	\$	\$	\$	\$	\$	\$
Governance	-	-	-	-	-	-
Law, Order and Public Safety	-	-	-	-	-	-
Health	-	-	-	-	-	-
Education and Welfare	-	-	37,722	39,502	37,722	39,502
Community Amenities	-	-	-	-	-	-
Recreation and Culture	650,148	44,738	157,818	4,550	(492,329)	(40,188)
Transport	397,653	30,009	522,955	457,146	125,302	427,137
Economic Services	-	-	-	-	-	-
Other Property and Services	1,128,111	4,925,505	3,282,551	3,902,346	2,154,439	(1,023,159)
Total	2,175,912	5,000,252	4,001,046	4,403,544	1,825,134	(596,708)
BY ASSET CLASSIFICATION						
Land	744,105	4,301,659	2,758,227	3,467,818	2,014,122	(833,841)
Buildings	650,148	44,738	157,818	-	(492,329)	(44,738)
Infrastructure - Parks Equipment			-	-	-	-
Furniture and Equipment		10,714	-	4,550	-	(6,164)
Computers			-	-	-	-
Plant and Equipment	781,659	643,140	1,085,000	931,176	303,341	288,036
Total	2,175,912	5,000,252	4,001,046	4,403,544	1,825,134	(596,707)

NOTE:

Profit on Sale of Assets	2,317,463
Loss on Sale of Assets	(492,329)
	<u>1,825,134</u>

20c. Control Over Contributions

	Actual 2014/15	Actual 2013/14
	\$	\$
Grants & contributions which were recognised as revenues during the reporting period and which were obtained on the condition that they be expended for specified purposes but have yet to be applied in that manner at the reporting date		
Road Construction & Development funds	1,326,271	1,852,535
Funded Projects & Social Services	1,495,762	1,495,762
	2,822,033	3,348,297

Grants & contributions which were recognised as revenues in the previous reporting periods and which were obtained on the condition that they be expended for specified purposes but have not yet been applied in that manner at the reporting date were:

Road Construction & Development funds	1,373,500	1,264,557
Footpath Development Funds	728,886	665,384
Drainage Development Funds	645,419	645,419
	2,747,805	2,575,360

Total Unapplied Contributions

5,569,838	5,923,657
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Grants & contributions which were recognised as revenues in a previous reporting period and were expended during the current reporting period on the purposes specified by the contributor/grantor were:

Road Construction & Development funds	1,852,535	745,683
Funded Projects & Social Services	1,495,762	2,960,326
	3,348,297	3,706,009

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

21. FINANCIAL RATIOS

	2015	2014	2013
Current Ratio	1.869	1.811	1.570
Asset Sustainability Ratio	0.378	0.316	0.413
Debt Service Cover Ratio	16.625	21.507	N/A
Operating Surplus Ratio	-0.002	0.091	0.124
Own Source Revenue Ratio	0.898	1.012	1.033

The above ratios are calculated as follows:

Current Ratio	$\frac{\text{current assets minus restricted current assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$
Asset Sustainability Ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$
Debt Service Cover Ratio	$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$
Operating Surplus Ratio	$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue}}$
Own Source Revenue Ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$

ADDITIONAL FINANCIAL RATIOS

The following information relates to those ratios which only require an attestation they have been checked and are supported by verifiable information.

	2015	2014	2013
Asset Consumption Ratio	0.712	0.699	0.709
Asset Renewal Funding Ratio	0.767	1.027	0.991

The above ratios are calculated as follows:

Asset Consumption Ratio	$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciated assets}}$
Asset Renewal Funding Ratio	$\frac{\text{NPV of planned capital renewals over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

22. Information on Borrowings

Debenture Repayments

Particulars/Purpose	Principal 1 July 2014 \$	Interest Rate	Maturity Date	Principal Repayments		Principal 30 June 2015		Interest Repayments	
				Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$
Law Order & Public Safety									
To assist fund the Emergency Services Head Quarters in Cockburn Central (FESA Funded)	917,998	4.29%	4 June 2023	85,557	85,557	832,441	832,441	38,905	39,034
Other Property & Services									
Loan to assist fund the costs associated with the undergrounding of power in Coolbellup East and Hamilton Hill (repayment to be funded from the applicable Specified Area Rate).	2,621,851	3.56%	4 June 2016	1,287,799	1,287,799	1,334,052	1,334,052	84,265	84,265
Total	3,539,849			1,373,356	1,373,356	2,166,493	2,166,493	123,170	123,300

Unspent Debentures

There is no unspent debenture as at 30 June 2015.

Overdraft

The City has not utilised an overdraft Facility during the year.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

23a. Statement of Rating Information for Year Ended 30 June 2015

	NON-MINIMUM					MINIMUMS					TOTALS			
	Qty	Rateable value \$	Rate in \$	Yield \$	Budget 2014-15	Qty	Rateable Value \$	Amount \$	Yield \$	Budget 2014-15	Qty	Rateable Value \$	Yield \$	Budget 2014 - 15
GRV														
Commercial Caravan Parks	2	1,778,244	0.0805800	143,291	143,291			683	0	0	2	1,778,244	143,291	143,291
Residential Improved	30,070	650,690,992	0.0430300	27,999,233	27,972,644	6272	91,007,846.00	683	4,283,776	4,283,093	36,342	741,698,838	32,283,009	32,441,959
Residential - Vacant	1,471	29,998,170	0.0860000	2,579,843	2,585,635	954	5,971,536.00	683	651,582	602,406	2,425	35,969,706	3,231,425	3,188,041
Comm & Industrial - Improved	2,292	192,830,769	0.0699400	13,486,584	13,166,033	147	1,073,445	683	100,401	100,401	2,439	193,904,214	13,586,985	13,266,434
Comm & Industrial - Vacant	266	16,533,357	0.0860000	1,421,869	1,598,362	6	16,150.00	683	4,098	4,098	272	16,549,507	1,425,967	1,602,460
Large Comm & Industrial - Improved	49	124,961,971	0.0805800	10,069,436	10,344,265			683	0	0	49	124,961,971	10,069,436	10,117,815
UV														
Rural - Vacant Land	51	63,780,000	0.0036200	230,884	212,856	2	257,000	1,030	2,060	2,060	53	64,037,000	232,944	207,262
Rural General	262	219,270,000	0.0023500	515,285	526,988	23	4,971,438	1,030	23,690	25,750	285	224,241,438	538,977	552,738
Total Rates Levied	34,463	1,299,843,503		56,446,423	56,550,074	7,404	103,297,415		5,065,607	5,017,808	41,867	1,403,140,918	61,512,033	61,520,000
Interim Rates - GRV & UV					340,000								2,291,328	1,360,000
Rates Received in Advance													1,240,970	
Total General Rates	34,463	1,299,843,503		56,446,423	56,890,074	7,404	103,297,415		5,065,607	5,017,808	41,867	1,403,140,918	65,044,331	62,880,000

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

23b. Specified Area Rates for Year Ended 30 June 2015

	Rate in \$	Basis of Rate	Qty	Rateable Value \$	Yield \$	Interim Rate Revenue \$	Budget 2014-2015 \$	Applied to Costs \$	Budget Applied to Costs \$
Port Coogee Special Maintenance	0.00014	GRV	607	1,782,520,000	247,592	64,725	235,000	312,317	235,000

24. Prescribed Service Charges

Property Surveillance & Security

Section 6.38 of the Local Government Act 1995 allows Council to impose service charges on owners or occupiers to meet the costs of providing a prescribed service in relation to the land. Section 54 of the Local Government (Financial Management) Regulations 1996 prescribes the provision of a security services as an allowable service charge.

In accordance with Section 6.32 of the Local Government Act 1995, Council imposed a whole of district security patrol service charge during the reporting year. Financial details for this charge are as follows:

Amount of each service charge:	\$65.00	
	Actual 2014/15	Budget 2014/15
Total amount of revenue collected from service charge for reporting year:	\$2,895,792	\$673,608
Add: Amount of funds b/f from previous year for unspent service charges	\$794,599	\$653,841
Less: Amount of total funds applied during the reporting year in meeting the costs of the service provided by Wilson Parking Australia were:	\$2,208,465	\$267,898
Amount of funds un-applied as at 30 June 2015 (carried forward into the following year to meet future service costs).	\$1,481,926	\$1,059,551

Underground Power - Coolbellup East and Hamilton Hill

Section 6.38 of the Local Government Act 1995 allows Council to impose service charges on owners or occupiers to meet the costs of providing a

Amount of each service charge:	
- Infrastructure Fee	\$510.00
- Connection Fee	\$100.00

	Actual 2014/15	Budget 2014/15
Total amount of revenue collected from service charge for reporting year:	\$1,168,766	\$1,188,430
Add: Amount of funds b/f from previous year for unspent service charges	\$754,224	\$754,224
Add: Loan funding received	\$0	
Add: Grant funding received	\$0	
Less: Amount of total funds applied during the reporting year in meeting the costs of the construction were:	\$1,372,063	\$1,372,636
Amount of funds un-applied as at 30 June 2015 (carried forward into the following year to meet future service and financing costs).	\$550,927	\$570,018

25. Fees and Charges

	Actual 2014/15	Actual 2013/14
	\$	\$
General Purpose Funding		
Administration Fees	239,164	248,159
Rate Search Fees	105,745	118,030
Admin Fee - FESA	86,150	84,430
Other Fees & Charges	103,313	119,030
	534,373	569,648
Governance		
Administration Service Charges	450	850
Other Fees & Charges	13,740	10,813
	14,190	11,663
Law, Order and Public Safety		
Dog Registration Fees	221,872	254,210
Licences	737	12,107
Impounding Fees	52,794	55,552
Fines, Infringements & Penalties	510,896	208,487
Other Fees & Charges	55,978	27,968
	842,277	558,324
Health		
Administration, Application & Inspection Fees	19,125	22,472
Administration Fees & Licences	197,525	175,893
Fines & Penalties	1,015	5,362
Other Fees & Charges	417	251
	218,082	203,977
Education and Welfare		
Client Fees	270,718	271,529
Lease / Rental Income	56,945	71,391
Other Fees & Charges	865,747	849,590
	1,193,411	1,192,510
Community Amenities		
Planning Fees & Charges	1,765,952	2,075,877
Rubbish Removal Charges	19,041,157	17,186,691
Rubbish Tipping Fees	8,532,499	11,757,561
Other Fees & Charges	1,055,600	1,173,595
	30,395,208	32,193,724
Recreation and Culture		
Client Fees	(3,585)	13,010
Hall Hires	261,645	318,703
Reserve Hires	208,235	194,273
Leasehold Rentals	55,105	60,856
Recreation Centre Charges	2,827,902	2,805,481
Other Fees & Charges	84,676	70,008
	3,433,977	3,462,331
Transport		
Supervision Fees	251,057	238,064
Other Fees & Charges	64,715	20,683
	315,772	258,748
Economic Services		
Building Licences	1,287,988	1,064,458

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

Caravan Park Leases / Licences	210,566	-
Assessment & Application Fees	3,100	2,680
Swimming Pool Inspection Fees	227,777	185,497
Fines & Penalties	30,525	39,995
Other Fees & Charges	507,070	668,109
	2,267,027	1,960,739
Other Property and Services		
Private Works Revenue	11,759	5,674
Other Fees & Charges	1,085,845	283,061
	1,097,604	288,735
TOTAL FEES & CHARGES	40,311,919	40,700,398

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

26. Interest Charges, Administration Fees and Instalments

	Interest Rate	Admin Fee	Actual 2014/15	Actual 2013/14
	%	\$	\$	\$
Administration Fee		5.00	239,164	248,159
Penalty Interest	8.00	-	199,543	237,438
Instalment Interest	4.00	-	329,136	306,559

Payment by Instalments

Council offered instalment payment options of either two or four payments. The first instalment (inclusive of any arrears) had to be paid in full by the due date. Failure to pay the first instalment by the due date resulted in the forfeiture of the instalment payment option. Ratepayers had the following options for paying their rates:

(a) Pay in full by 2 September 2014

(b) Pay in four instalments due 1. 2 September 2014

2. 4 November 2014

3. 6 January 2015

4. 10 March 2015

Administration Fees

The Rates Instalment Fee is \$5 per instalment. This fee is being made in conjunction with the introduction of a 0.55% transaction fee for the cost recovery of credit card merchant fees. This initiative will provide lower costs to the majority of ratepayers.

Special Payment Arrangements

Ratepayers who were unable to pay their account in full or according to the instalment plans offered were able to make special payment arrangements to extinguish their debt. A separate administration fee of \$20.00 was charged for these arrangements. Penalty interest was applied at the rate of 8% to any outstanding balance.

Instalment Interest

The Local Government Act allows for interest to be charged on overdue amounts. The Council charged interest at the rate of 4% on outstanding rates for the year under review. This charge covered the opportunity cost of lost income on investment that would otherwise be received had the instalment options not been exercised. The maximum rate of interest allowed to be imposed on outstanding amounts under S6.45(4)(e) of the Local Government Act is 5.5%

Penalty Interest - Rates

Penalty interest was levied where payment in full or the first instalment was not received within thirty-five days of the issue of the rate notice. The rate charged was 8% pa on the daily balance. The maximum rate of interest allowed to be imposed on overdue rates and service charges under S6.51(1) of the Local Government Act is 11%.

Penalty Interest - FESA

The Minister for Emergency Services deemed the penalty interest rate for 2014/15 to be 8% on outstanding balances. Interest was levied where payment in full or the first instalment was not received within thirty-five days of the issue of the rate notice.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

27. GRANT REVENUE

	Actual 2014/15	Budget 2014/15	Actual 2013/14
	\$	\$	\$

Grants, subsidies and contributions are included as operating revenues in the Statement of Comprehensive Income:

By Nature or Type:

Operating Grants, Subsidies and Contributions	11,843,090	9,325,765	8,545,383
Non-Operating Grants, Subsidies and Contributions	6,715,595	2,361,387	4,402,061
	18,558,685	11,687,152	12,947,443

By Program:

General Purpose Funding	5,614,608	3,640,899	1,827,011
Governance	3,977,472	80,000	426,860
Law Order & Public Safety	238,743	248,798	261,931
Health	(10,650)	-	297,099
Education & Welfare	5,630,098	5,161,761	5,398,486
Community Amenities	50,100	100,000	99,342
Recreation & Culture	256,548	255,864	555,163
Transport	2,794,704	2,199,830	4,027,969
Other Property & Services	7,062	-	53,583
	18,558,685	11,687,152	12,947,443

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

28. Number of Employees

	Actual 2014/15	Actual 2013/14
	No.	No.
Number of full-time equivalent (FTE) employees as at balance date:	431	438

29. Superannuation

The Council contributes in respect to its employees to the WA Local Government Superannuation Plan ("the plan"), established for the purpose of all local governments in the state. In accordance with statutory requirements, the Council contributes to the plan amounts determined by the plan actuary.

As a defined contribution (accumulation) scheme, assets accumulate in the plan to meet members' benefits as they accrue.

	Actual 2014/15	Actual 2013/14
	\$	\$
Contributory	605,711	519,916
S.G. Occupational	3,519,846	3,135,588
	4,125,556	3,655,504

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

30. Financial Risk Management

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The Council's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council.

	<u>Carrying Value</u>		<u>Est. Fair Value</u>	
	Actual	Actual	Actual	Actual
	2014/15	2013/14	2014/15	2013/14
	\$	\$	\$	\$
Financial Assets				
Cash and cash equivalents	129,018,060	104,834,013	129,018,060	104,834,013
Held-to-maturity investments	4,506,731	4,357,037	4,904,954	5,532,037
Receivables	6,102,973	6,098,787	6,102,973	6,098,787
	<u>139,627,764</u>	<u>115,289,837</u>	<u>140,025,987</u>	<u>116,464,837</u>
Financial Liabilities				
Borrowings	2,166,493	3,539,849	1,995,099	3,124,539
Payables	14,266,681	11,426,237	14,266,681	11,426,237
	<u>16,433,174</u>	<u>14,966,086</u>	<u>16,261,780</u>	<u>14,550,776</u>

Fair value is determined as follows:

- Cash and Cash Equivalents, Receivables, Payables – estimated to the carrying value which approximates net market value.
- Borrowings, Held-to-Maturity Investments – estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.

(a) Risk Assessment - Cash & Cash Equivalents and Investments

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance area manages the cash and investments portfolio with the assistance of independent advisers (where applicable). Council has an investment policy and the policy is subject to review by Council. An Investment Report is provided to Council on a monthly basis setting out the make-up and performance of the portfolio.

The major risk associated with investments is price risk – the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments of their issuers or factors affecting similar instruments traded in a market.

Cash and investments are also subject to interest rate risk – the risk that movements in interest rates could affect returns.

Another risk associated with cash and investments is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers (where applicable) before placing any cash and investments.

	<u>Actual</u>	<u>Actual</u>
	2014/15	2013/14
	\$	\$
Impact of a 5% (*) movement in price of investments:		
- Equity	221,855	396,704
- Income Statement	221,855 (+)	396,704
Impact of a 0.5% (*) movement in interest rates on cash and investments:		
- Equity	692,661	611,837
- Income Statement	692,661 (+)	611,837

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

30. Financial Risk Management

(*) Sensitivity percentages based on management's expectation of future possible market movements.

Recent market volatility has seen large market movements for certain types of investments.

(+) Maximum impact.

(b) Receivables

Council's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

	Actual 2014/15	Actual 2013/14
Percentage of Rates and Annual Charges		
- Current	94%	57%
- Overdue	6%	43%
Percentage of Other Receivables		
- Current	84%	94%
- Overdue	16%	6%

(c) Payables & Borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required.

	Due within 1 year \$	Due between 1 & 5 years \$	Due after 5 years \$	Total contractual cash flows \$	Total carrying value \$
2015					
Borrowings	1,423,320	397,490	345,684	2,368,799	2,166,493
Payables	8,063,526	6,203,155		14,266,681	14,266,681
	<u>9,486,846</u>	<u>6,600,645</u>	<u>345,684</u>	<u>16,635,480</u>	<u>16,433,174</u>
2014					
Borrowings	1,373,356	1,715,023	451,470	3,865,454	3,539,849
Payables	8,439,161	2,802,292		11,241,453	11,241,453
	<u>9,812,517</u>	<u>4,517,315</u>	<u>451,470</u>	<u>15,106,907</u>	<u>14,781,302</u>

(d) Interest Rate Risk Profile

The City is exposed to interest rate risk through primary financial assets and liabilities. The following table summaries interest rate risk for the City, together with the effective interest rates as at 30th June 2015.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

31. Other Expenses

	Actual 2014/15	Budget 2014/15	Actual 2013/14
	\$	\$	\$
Councillor's Remuneration			
The following fees, expenses and allowances were paid to councillors and the mayor:			
Meeting Fees	324,450	324,450	315,639
Vehicle Mileage Claims	12,715	30,000	12,182
Mayoral/Deputy Mayoral Allowances	109,437	109,438	106,250
Communication Expenses	46,291	36,050	35,871
	492,894	499,938	469,942

32. Economic Dependency

A significant portion of Council's revenue is received by way of grants from the State and Federal Government.

	Actual 2014/15	Budget 2014/15	Actual 2013/14
	\$	\$	\$
The total of grant revenue from Government sources	18,558,685	11,687,152	12,947,443

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

Note 33 – Fair Value

The City of Cockburn measures the following assets at fair value on a recurring basis after initial recognition:

- Financial Assets at fair value through profit or loss
- Land and Buildings
- Plant & Machinery
- Computers & Equipment
- Furniture and Equipment
- Roads
- Footpaths
- Drainage
- Landfill
- Parks Equipment
- Infrastructure

The following table provides the fair values of the City of Cockburn's assets measured and recognized on a recurring basis after initial recognition and their categorization within the fair value hierarchy:

Recurring Fair Value Measurements

Non-Financial Assets - 30 June 2015	Note	Level 1 (\$)	Level 2 (\$)	Level 3 (\$)	Total (\$)
Land	9(b)		99,470,600		99,470,600
Buildings	9(b)		644,000	125,670,409	126,314,409
Furniture and Fittings Equipment	9(b)			412,086	412,086
Computers Equipment	9(b)			1,033,345	1,033,345
Plant & Machinery	9(b)		11,364,424		11,364,424
Roads	10(b)			400,453,002	400,453,002
Footpaths	10(b)			40,102,968	40,102,968
Drainage	10(b)			201,129,545	201,129,545
Landfill Infrastructure	10(b)			23,181,498	23,181,498
Parks Equipment	10(b)			37,231,560	37,231,560

Non-Financial Assets - 30 June 2014	Note	Level 1 (\$)	Level 2 (\$)	Level 3 (\$)	Total (\$)
Land	7(b)		62,193,000	38,011,600	100,204,600
Buildings	7(b)		414,000	78,240,879	78,654,879
Furniture & Equipment	7(b)			565,327	565,327
Computer Equipment	7(b)			172,121	172,121
Plant & Machinery	7(b)		11,521,646		11,521,646
Roads	8(b)			383,467,722	383,467,722
Footpaths	8(b)			37,930,677	37,930,677
Drainage	8(b)			183,145,479	183,145,479
Refuse Site	8(b)			24,270,890	24,270,890
Parks Equipment	8(b)			36,992,743	36,992,743

33 (a). Transfers Policy

The policy of the City of Cockburn is to recognise transfers into and transfers out of the fair value hierarchy levels as at the end of the reporting period. There was a transfer of Level 3 for recurring fair value measurements during the year.

33 (b). Highest and Best Use

All assets have been valued at their highest and best use, that being their current use.

33 (c). Valuation techniques used to derive fair values:

The fair values of financial and non-financial assets that are not traded in an active market are determined using valuation techniques. These valuation techniques maximise the use of observable data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council specialised buildings assets, which are of a specialist nature and where there is no active market for the assets.

The following table summarises the valuation inputs and techniques used to determine the fair value for each asset class.

Asset	Level of Valuation Input	Fair Value at 30 June 2015 (\$)	Valuation Technique(s)	Inputs Used
Land	2	99,470,600	Market Approach	Price per square metre
Buildings	2	644,000	Market Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount.
Buildings	3	125,670,409	Cost Approach	
Furniture & Equipment	3	412,086	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Computers & Equipment	2	1,033,345	Market Approach	Make, size, year of manufacture and condition
Plant & Machinery	2	11,364,424	Market Approach	Make, size, year of manufacture and condition
Roads	3	400,453,002	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable

Footpaths	3	40,102,968	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Drainage	3	201,129,545	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Landfill	3	23,181,498	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Parks Equipment	3	37,231,560	Cost Approach	Estimates of residual value, useful life, pattern of consumption and asset condition and relationship to the assessed level of remaining service potential of the depreciable amount
Total		940,693,437		

Recurring Fair Value Measurements

The City's land, building and landfill infrastructure assets were revalued as at 30 June 2014 by independent valuers AssetVal Pty Ltd. These were valued on the basis that the entity intended to retain these assets for a continuous use for the purposes of the enterprise and for the foreseeable future. The Valuer had regard to assessing the value of the assets in their existing use and ensuring the highest and best use, noting that the current use of an asset is presumed to be its highest and best use unless market or other factors suggest a different use would maximise its value.

The following methods were used to determine the fair value measurements.

Land

Where there is an active and liquid market as evidenced by sales transactions of similar property types, a Market Approach by way of Direct Comparison or Income methods can be utilised, and are accepted valuation methodologies under AASB13. If a Market Approach is adopted, the valuation is deemed to be a Level 2 input.

Direct Comparison method which is considered a Level 2 input on the Fair Value Hierarchy, involves the analysis of sales evidence and comparisons with the subject land taking into account matters such as area, location and other general site characteristics. We note the Direct Comparison approach has been utilised in our assessment for all Land Assets, however the fair value measurement has been either a Level 2 or 3, depending on assumptions as to:

- Whether the land is subject to restrictions as to use and/or sale;
- Whether there is no active market.

If these assumptions apply to the land, we have measured the expected Fair Value as a Level 3. However if an active market could be established and there were no unreasonable restrictions as to use and/or sale, we have deemed the measurement to be a Level 2. Land carrying a Community or Park Recreation zoning, land that is utilised for Community uses (and not zoned 'Community'), access strips, or due to its general characteristics land that has no observable active market, have been assessed as a Level 3.

The valuation techniques used to measure fair value maximised the use of observable data where it was available and relied as little as possible on entity specifics. The disclosure of valuation estimates is designed to provide users with an insight into the judgements that have been made in the determination of fair values.

For assets valued under Level 3, the unobservable input is the rate per square metre applied to the asset.

Buildings

Where there is an active and liquid market as evidenced by sales transactions of similar property types, the Market Approach by Direct Comparison, Income or Summation methods can be utilised, and is an accepted valuation methodology under AASB13. If a Market Approach is adopted, the building valuation is deemed to be a Level 2 input.

Direct Comparison and Summation methods involve the analysis of sales evidence and comparisons with the subject taking into account matters such as method of construction, size, condition, age, land area and location. The land value is subtracted from the Market Value of the property to measure the asset Fair Value.

The Income approach is applied to income producing properties and includes the capitalisation of net income method, or for multi-income stream assets, a discounted cash flow approach. The capitalisation method involves capitalising the estimated net income of the property at an appropriate capitalisation rate (net yield) that has been determined through the analysis of sales evidence.

Due to the predominantly specialised nature of Local Government Assets, most of the buildings valuations have been undertaken on a Cost Approach (Depreciated Replacement Cost) valuation, an accepted valuation methodology under AASB13. The cost approach is deemed a Level 3 Input. Under this approach, the following process has been adopted:

- Where there is no depth of market as determined for the Council assets, the net current value of an asset is the gross current value less accumulated depreciation to reflect the consumed or expired service potential of the asset. Published/available market data for recent projects, and/or published cost guides are utilised to determine the estimated replacement cost (gross value) of the asset, including allowances for preliminaries and professional fees. This is considered a Level 2 input.
- A condition assessment is applied, which is based on factors such as the age of the asset, overall condition as noted by the Valuer during inspection, economic and/or functional obsolescence. The condition assessment directly translates to the level of depreciation applied. The conditions assessed are considered a Level 3 input.
- In determining the level of accumulated depreciation, in some instances residual values have been factored into the calculations, which is the value at the time the asset is considered to be no longer available. The residual values applied are considered a Level 3 input.

While the replacement cost of the assets could be supported by market supplied evidence (level 2), the other unobservable inputs (such as estimates of residual value, useful life, and asset condition) were also required (level 3).

Landfill Infrastructure

Where there is an active and liquid market as evidenced by sales transactions of similar property types, the Market Approach by Direct Comparison, Income or Summation methods can be utilised, and is an accepted valuation methodology under AASB13. If a Market Approach is adopted, the asset valuation is deemed to be a Level 2 input.

The Fair Value should represent the highest and best use of the asset, i.e. the use of the asset that is physically possible, legally permissible, financially feasible, and which results in the highest value. Opportunities that are not available to the agency or entity are not considered. In this case we have assumed the current use is the highest and best use due to the specialist nature of the assets.

Due to the predominantly specialised nature of Local Government Assets, the landfill valuations have been undertaken on a Cost Approach (Depreciated Replacement Cost), an accepted valuation methodology under AASB13. The cost approach is deemed a Level 3 Input. Under this approach, the following process has been adopted:

- Where there is no depth of market as determined for the Council assets, the net current value of an asset is the gross current value less accumulated depreciation to reflect the consumed or expired service potential of the asset. Published/available market data for recent projects, and/or published cost guides are utilised to determine the estimated replacement cost (gross value) of the asset, including allowances

for preliminaries and professional fees. This is considered a Level 2 input.

- A condition assessment is applied, which is based on factors such as the age of the asset, overall condition, economic and/or functional obsolescence. The condition assessment directly translates to the level of depreciation applied. The conditions assessed are considered a Level 3 input.
- In determining the level of accumulated depreciation for major assets, we have disaggregated into significant components which exhibit different patterns of consumption (useful lives). Residual value is also factored which is the value at the time the asset is considered to be no longer available. The condition assessment is applied on a component basis.
- While the replacement cost of the assets could be supported by market supplied evidence (level 2), the other unobservable inputs (such as estimates of residual value, useful life, and asset condition) were also required (level 3).

The valuation techniques used in the determination of fair values maximise the use of observable data where it is available and relies as little as possible on entity specifics.

The landfill infrastructure assets were segregated into Storage, Monitoring, Water Supply, Fixed Plant, Plant & Equipment and Site works; Water supply and Site works assets were further componentized. Unit rates and lump sums were applied based on similar recent project costs, unit rate databases, indices, Rawlinson's Construction Handbook and quotations, these rates were reviewed by council staff. Raw Costs were increased up to 27% depending on project complexity to allow for project overheads including survey, environmental and investigation costs, engineering design, planning and project management.

A site inspection was carried out as part of the valuation process. However none of the sub-surface assets were inspected due to their inaccessible nature.

Plant & Machinery, Computer Equipment and Furniture & Equipment

These classes of assets were revalued in June 2013 through a management review in order to comply with the mandatory requirements of Reg. 17A of the Local Government (Financial Management) Regulations. The additions since that time are shown at cost and given their level of currency, it is deemed the written down values approximate fair values.

Most plant and equipment assets are generally valued using the market and cost approach using comparable sales and relevant industry market price reference guides, and have been classified as being valued at Level 2 of the fair value hierarchy. The most significant inputs into this valuation approach are the make, size, year of manufacture and condition.

Level 3 valuation inputs were used to determine the fair value of the City's furniture and equipment. The valuation methodology was determined having regard to the lack of a market and sales evidence, and the level of specialisation of the assets.

Infrastructure Assets (Roads, Footpaths, Drainage, Parks)

In accordance with AASB13 and legislative requirements, the City carried out internal management revaluations of its Roads, Footpaths, Drainage, Parks/Environment, Signs, and Lighting & Fences infrastructure assets as at 30 June 2014. These valuations were completed using the Cost Approach (Depreciated Replacement Cost), an accepted valuation methodology under AASB13. The cost approach is deemed a Level 3 Input.

The valuations were coordinated, developed and prepared in-house and formed by establishing unit rates for infrastructure replacement that consider labour, overhead costs and materials.

The unit rates are agreed by reviewing multiple sources as outlined below:

- Current contract rates from the City of Cockburn's contract management system.
- Rawlinsons Australian Construction Handbook 2014.
- Internal knowledge from key operational stakeholders.
- Current charge out rates for internal labour activities.

The Condition profile of the City's infrastructure assets is measured using a 1 to 5 rating. This rating affects the remaining life of the asset and has been considered in preparing the valuations.

Road surface and footpath data is considered to have an accuracy level of 95% and all roads and footpaths have been segmented from intersection to intersection. The data recorded against each section includes surface area, surface type, date of construction and condition. The City undertook a full road surface and footpath condition assessment audit with Cardno in 2009 and in late 2011 the then higher risk road surfaces (condition 4 & 5) were inspected internally.

Data is held for all storm water drainage assets including pits, pipes and sumps, and the pit type, pipe material and length and sump size and material. Where the construction year is unknown, this was assumed to be the same year as the road construction date. The data held for the storm water infrastructure is considered to have 85% accuracy. To improve this accuracy level and to validate the City's database an audit of the City's pits and pipes storm water assets was commissioned in 2013 and should be completed within two years. A condition assessment audit of the entire sump fencing was undertaken in 2012 by the Asset Services team, which also clarified any uncertainty of the material types. Sump fencing was included in the revaluation of Fences.

Parks & Environment Hard infrastructure data is currently considered to have an accuracy level of 95% and Signs, lighting & fences infrastructure data is currently considered to have an accuracy level of 90% and is held in the operational asset register. A full data pick up of all park and environment assets was undertaken in August 2012 (parks) and March 2013 (environment) by Opus. All assets were condition rated and documented on an individual asset basis (e.g. a single park bench) and each has been given a unique asset number. This data is recorded in the operational asset register.

The rates used for the Parks data were obtained from several sources. For previous years valuations an Excel spread sheet showing all park assets and current replacement costs has been used. These rates plus a CPI increase were transferred to the new data. Where assets with an unknown cost occurred the Rawlinson's 2014 Australian Construction Handbook was referred to for current industry rates. When newly constructed assets were considered the actual construction rates were used.

33 (d). Fair Value Sensitivity to Unobservable Inputs

The following table provides a summary of the unobservable inputs and assessment of the sensitivity of these to the fair value measurement.

Table 1: Fair Value Sensitivity to Unobservable Inputs

Asset	Unobservable Inputs	Sensitivity to Unobservable market Inputs		Amount of Potential Impact	
		Lower %	Upper %	Lower \$	Upper \$
Specialised Buildings (Cost Approach) \$126,256,409	Relationship between asset consumption rating scale and the level of consumed service potential	(5.00)	5.00	(6,312,820)	6,312,820
Furniture & Equipment (Cost Approach) \$412,086	Relationship between asset consumption rating scale and the level of consumed service potential	(5.00)	5.00	(20,604)	20,604
Computers & Equipment (Cost Approach) \$1,033,345	Relationship between asset consumption rating scale and the level of consumed service potential	(5.00)	5.00	(51,667)	51,667
Roads (Cost Approach) \$400,453,002	Relationship between asset consumption rating scale and the level of consumed service potential	(10.00)	10.00	(40,045,300)	40,045,300
Footpaths (Cost Approach) \$40,102,968	Relationship between asset consumption rating scale and the level of consumed service potential	(10.00)	10.00	(4,010,297)	4,010,297
Drainage (Cost Approach) \$201,129,545	Relationship between asset consumption rating scale and the level of consumed service potential	(10.00)	10.00	(20,112,954)	20,112,954

Landfill Infrastructure (Cost Approach) \$23,181,498	Relationship between asset consumption rating scale and the level of consumed service potential	(10.00)	10.00	(2,318,150)	2,318,150
Parks Equipment (Cost Approach) \$37,231,560	Relationship between asset consumption rating scale and the level of consumed service potential	(10.00)	10.00	(3,723,156)	3,723,156

33 (e) Disclosed Fair Value Measurements

The following assets and liabilities are not measured at fair value in the statement of financial position, but their fair values are disclosed in the notes:

- Borrowings

The following table provides the level of fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used:

Description	Note	Fair Value Hierarchy Level	Valuation Technique(s)	Inputs Used
Liabilities				
Borrowings	18	2	Income approach using discounted cash flow methodology	Current commercial borrowing rates for similar instruments

There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the notes to the financial statements.

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

34. Opening & Closing Funds used in the Rate Setting Statement

	2015 (30 June 2015 Carried Forward) \$	2015 (1 July 2013 Brought Forward) \$	2014 (30 June 2013 Carried Forward) \$
Surplus/(Deficit) - Rate Setting Statement	13,676,287	11,247,256	11,247,256
Comprises:			
Cash and Cash Equivalents	129,018,060	95,137,816	95,137,816
Investments Held to Maturity		3,188,350	3,188,350
Trade & Other Receivables	5,470,423	6,756,884	6,756,884
Other Assets	621,686		
Inventories	18,634	44,202	44,202
	<u>135,128,804</u>	<u>105,127,251</u>	<u>105,127,251</u>
Less:			
Trade & Other Payables	(8,063,526)	(9,104,043)	(9,104,043)
Provisions	(4,618,800)	(4,520,762)	(4,520,762)
	<u>(12,682,327)</u>	<u>(13,624,805)</u>	<u>(13,624,805)</u>
Net Current Assets	122,446,477	91,502,446	91,502,446
Less:			
Restricted Financial Assets - Reserve Funds	(101,503,929)	(75,389,461)	(75,389,461)
Land Held for Re-sale			
Restricted Financial Assets - Deposits & Bonds	(6,203,155)	(2,548,543)	(2,548,543)
Committed Financial Assets (unspent grants & contributions)	(5,569,838)	(6,281,369)	(6,281,369)
	<u>(113,276,921)</u>	<u>(84,219,373)</u>	<u>(84,219,373)</u>
Add:			
Restricted Financial Assets held in Non Current Investments	4,506,731	3,964,183	3,964,183
Surplus/(Deficit)	13,676,287	11,247,256	11,247,256

Difference:

There was no difference between the Surplus/(Deficit) 1 July 2014 Brought Forward position used in the 2015 audited financial report and the Surplus/(Deficit) Carried Forward position as disclosed in the 2014 audited financial report.

35. Events after the Reporting Date

There have been no significant events after the reporting period that are required to be included in the 2014/15 Annual Financial Report.



Certified Practising Accountants

CITY OF COCKBURN



Audit Completion Report to the Audit Committee For the Year Ended 30 June 2015

10 November 2015

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1. Executive Summary

Under the requirements of Australian Auditing Standard ASA 260: "*Communication with Those Charged with Governance*", we are required to communicate audit matters arising from the audit of financial statements to those charged with governance of an entity. This Annual Audit Completion Report together with our previous External Audit Plan reported to the Audit Committee in March 2015 discharges the requirements of the Auditing Standard.

This report has been prepared for the Audit Committee to summarise the significant matters that have arisen from our year-end audit of the City of Cockburn for the year ended 30 June 2015.

1.1 Status of Audit

Our audit field work at the City of Cockburn for the financial year ended 30 June 2015 has been completed.

Before our Independent Auditor's Report is signed off and issued to the Council, the following outstanding matter is required to be attended to:

- Completion of audit procedures relating to Auditing Standard ASA 560 *Subsequent Events* to be performed up to the date of signing the Independent Auditor's Report.

1.2 Deliverables

Output	Timing
External Audit Plan	March 2015
Interim Audit Management Letter	2 July 2015
Present this report (Audit Completion Report) to the Audit Committee	19 November 2015
Provide Independent Auditor's Report on the Financial Report	After recommendation of Financial Report by Audit Committee

2. Financial Statements and Audit Opinion

Audit Opinion

We have completed the audit of the City of Cockburn's accounts in line with current Australian Auditing Standards and will give an **Unqualified Opinion** [subject to subsequent events procedures] that the financial report of the City of Cockburn:

- (a) gives a true and fair view of the financial position of the City of Cockburn as at 30 June 2015 and of its financial performance for the year ended on that date; and
- (b) complies with the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) and the Australian Accounting Standards.

Refer to **Appendix 1** for our Proposed Draft Independent Auditor's Report

3. Current Year Areas of Audit Focus

Our audit procedures were focused on those areas of City of Cockburn's activities that are considered to represent the key audit risks identified in our external audit plan and through discussions with management during the course of our audit.

	Risk Area	Audit Response
1	Parks Landscaping	<p>The Parks Landscaping asset class was reviewed for fair valuation purposes. Consideration was given to practicality, usefulness to value, reliability and overall cost benefit.</p> <p>It was determined not to value the asset class due to unreliable measurement (lack of generally accepted basis for determining the appropriate value for measurement and quantification of assets) and overall cost benefit. A decision was made to cease the capitalisation of parks landscaping assets (trees, soft works, plants, etc.) which resulted in a write-down of \$15.7 million. Annual expenditure on these items will be treated as operating expenditure going forward. The audit concurs with the treatment.</p> <p>In the future years, the Department of Local Government intends to release further guidance to provide clarification and appropriate treatment to overcome ambiguity in the valuation of complex local government assets.</p>
2	Investment – Equity in WA Local Government House Trust	<p>During our verification of investments by local governments in the WA Local Government House Trust, it was found that the City had 8 units in the trust as a consequence of a contribution towards the cost of purchasing Local Government House. This investment had previously not been capitalised by the City (similar to many other local governments).</p>

		<p>The total contribution by all Councils towards the cost of the WA Local Government building was \$582,000. There are 620 units in the unit trust, of which 8 units are held by the City of Cockburn.</p> <p>The City has capitalised its share of investment in the unit trust for the first time this year based on the trust's 30 June 2014 audited financial statements using the equity method of accounting in accordance with Accounting Standard AASB 128 - <i>Investments in Associates and Joint Ventures</i>.</p>
3	Contingent Liabilities	<p>Audit procedures included discussions with management, review of Council minutes and reviewing the solicitor's representation letters to identify the possible existence of contingencies which may require disclosure in the financial statements.</p> <p>At this date, we are satisfied with the current disclosure in the financial report.</p>

We are satisfied that these key areas of focus have been addressed appropriately based on our audit procedures and are properly reflected in the City's financial report.

4. Assessment of Internal Controls

Our interim phase of the audit indicated that the current internal control systems and processes are reasonable. They are designed adequately for the City's current business operations.

However, a separate Interim Audit Management Letter has been provided to management following our interim audit which provides details of the internal control and compliance matters raised.

We will be following up on the implementation of the management comments during our next interim audit visit. The result of our follow-up will be reported within our next Interim Audit Management Letter.

5. Key Findings During Final Phase of Audit

During our audit planning procedures and risk identification process, we identified a number of key focus areas as outlined in Section 3 above. During the course of our year-end fieldwork, all matters were resolved and there are no matters to report.

General Comments:

Given the significant work undertaken in the revaluation of the City's Property, Plant and Equipment and Infrastructure Assets during the financial years ended 30 June 2013, 2014 and 2015, we recommend that Asset Management Plans for each asset class be reviewed and updated with the most recently acquired data collected to ensure all future projections of required capital maintenance and upgrades remain reliable for strategic decision making purposes.

Updated projections from the Asset Management Plans should be factored into the City's Long Term Financial Plan estimates to ensure appropriate planning for future funding requirements are appropriately planned for and known.

6. Specific Required Communications

The Australian Auditing Standard ASA 260: "*Communication with Those Charged with Governance*" requires the auditor to communicate certain matters to the Audit Committee that may assist them in overseeing management's financial reporting and disclosure process. Below we summarise these required communications as they apply to your organisation.

Reporting Requirement	Detailed Comments
Changes to Audit Approach Outlined in External Audit Plan	<ul style="list-style-type: none">➤ There were no changes to the audit approach outlined in the External Audit Plan.
Significant accounting policies	<ul style="list-style-type: none">➤ Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City of Cockburn including new pronouncements adopted during the year, are described in Note 1 to the financial statements.➤ There were no significant changes in the application of existing policies during the year ended 30 June 2015. The accounting policies adopted in the financial statements are appropriately disclosed.
Sensitive Accounting Estimates and Disclosures	Refer to "Current Year of Audit Focus" section
Misstatements and significant audit adjustments	<ul style="list-style-type: none">➤ We are required to report to you all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature. In the context of the City of Cockburn, we consider that amounts of a value less than \$115,000 should be considered trivial. This represents 5% of materiality.➤ A number of disclosure adjustments to the financial statements have been discussed and amended during the course of our audit.

	<ul style="list-style-type: none"> ➤ All financial adjustments that have been raised through our audit work have been adjusted in the financial report meaning there are no unadjusted misstatements to report.
Significant Weaknesses in Internal Controls	<ul style="list-style-type: none"> ➤ No significant weaknesses in internal control were identified. Refer to our Interim Audit Management Letter.
Disagreements with management	<ul style="list-style-type: none"> ➤ There have been no significant disagreements with management during the course of the audit.
<p>Serious Difficulties Encountered in Dealing with Management when Performing the Audit such as:</p> <ul style="list-style-type: none"> • Significant delays in management providing required information • An unnecessarily brief time within which to complete the audit • Extensive unexpected effort required to obtain sufficient appropriate audit evidence • The unavailability of expected information • Restrictions imposed on the auditor by management 	<ul style="list-style-type: none"> ➤ There were no serious difficulties encountered in dealing with management when performing the audit.
Fraud and Illegal Acts	<ul style="list-style-type: none"> ➤ We are not aware of any matters that require communication. ➤ We would request that the Audit Committee members raise with us any areas of risk not addressed in our communications and that they inform us of their knowledge of any actual or suspected fraud.
Compliance with laws and regulations	<ul style="list-style-type: none"> ➤ In performing our audit procedures, we have not become aware of any non-compliance with applicable laws or regulations that would have an impact on the determination of material amounts and disclosures in the financial report. ➤ We have also received representations from management confirming that the Council is in compliance with all laws and regulations that impact the Council.
Books and records and conduct of the audit	<ul style="list-style-type: none"> ➤ We have been presented with all the necessary books and explanations requested of management to support the amounts and disclosures contained in the financial statements in a timely and efficient manner.
Other Information in Documents Containing Audited Financial Statements	<ul style="list-style-type: none"> ➤ Our financial statement audit opinion relates only to the financial statements and accompanying notes.

	<p>However, we also review other information in the Annual Report, such as Management's Discussion and Analysis, for consistency with the audited financial statements. Once the annual report is prepared and provided to us, we will review the Annual Report for consistency between the audited financial statements and other sections of that document.</p>
Related Party Transactions	<ul style="list-style-type: none"> ➤ None of which we are aware.
Major Issues Discussed with Management in Connection with Initial or Recurring Retention	<ul style="list-style-type: none"> ➤ None.
Going concern	<ul style="list-style-type: none"> ➤ As part of our audit, we have assessed and agreed with the conclusions reached by the management concerning the application of the going concern concept.
Independence	<ul style="list-style-type: none"> ➤ We confirm that, as the date of this report, we are independent having regard to Macri Partners' policies, professional rules and relevant statutory requirements regarding auditor independence. ➤ During the year ended 30 June 2015, Macri Partners has not provided any non-audit services to the City of Cockburn.

7. Disclaimer

This report has been prepared for the Audit Committee and management of the City of Cockburn only. It should not be quoted or referred to, in whole or in part, without our prior written consent. No warranty is given to, and no liability will be accepted from, any party other than the City of Cockburn.

8. Appendix 1 - Proposed Audit Opinion

INDEPENDENT AUDITOR'S REPORT

TO: RATEPAYERS OF CITY OF COCKBURN

We have audited the financial report of the City of Cockburn, which comprises the Statement of Financial Position as at 30 June 2015 and the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year ended on that date and a summary of significant accounting policies and other explanatory information and Statement by Chief Executive Officer.

Management's Responsibility for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended) and for such internal controls as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. Our audit has been conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to management's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional accounting bodies.

INDEPENDENT AUDITOR'S REPORT

TO: RATEPAYERS OF CITY OF COCKBURN (Cont'd)

Auditor's Opinion

In our opinion, the financial report of the City of Cockburn:

- (a) gives a true and fair view of the financial position of the City of Cockburn as at 30 June 2015 and of its financial performance for the year ended on that date; and
- (b) complies with the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) and the Australian Accounting Standards.

Report on Other Legal and Regulatory Requirements

In accordance with the Local Government (Audit) Regulations 1996, we also report that:

- (a) There are no matters that in our opinion indicate significant adverse trends in the financial position or financial management practices of the Council.
- (b) There are no matters indicating non-compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law were noted during the course of our audit.
- (c) In relation to the asset consumption ratio and asset renewal funding ratio (presented at Note 21 of the annual financial report) we have reviewed the calculations as presented and nothing has come to our attention to suggest they are not:
 - (i) reasonably calculated; and
 - (ii) based on verifiable information.
- (d) All necessary information and explanations were obtained by us.
- (e) All audit procedures were satisfactorily completed in conducting our audit.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of City of Cockburn for the year ended 30 June 2015 included on the City of Cockburn's website. Management is responsible for the integrity of the City of Cockburn's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

**MACRI PARTNERS
CERTIFIED PRACTISING ACCOUNTANTS
SUITE 2, 137 BURSWOOD ROAD
BURSWOOD WA 6100**

**A MACRI
PARTNER**

**PERTH
DATED THIS DAY OF 2015.**



Business Continuity Plan



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INTRODUCTION

This business continuity plan establishes the procedures necessary to ensure the emergency response, resumption and recovery, restoration and recovery of the City of Cockburn operations and business activities during a business interruption event. This business continuity plan provides guidance for the resumption and recovery of the City of Cockburn critical business functions and activities in accordance with pre-established timeframes, and ensures compliance with the City of Cockburn Business Continuity Management Policy and Framework 2014.

Emergency and Risk Strategy

We will mitigate risk and plan for Emergencies and Community recovery by implementing measures to reduce the causes and effects of emergencies.

The business continuity plan incorporates best practice standards in accordance with **ISO22301:2012 (ISO22301) Business Continuity Management Systems (BCSMS) – Requirements**.

BUSINESS CONTINUITY DEFINITIONS

Business Continuity Management (BCM) – Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised might cause, and which provide a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its stakeholders, reputation, brand and values creating activities.

Business Continuity – Capability of the organisation to continue delivery of services at acceptable predefined levels.

Business Continuity Policy – Intentions and directions of an organisation as formally expressed by management.

Business Continuity Management System (Framework) – Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.

Business Continuity Plan (BCP) – Documented procedures that guide organisations to respond, recover, resume and restore to predefined levels of operations following disruptions.

ISO22301:2012 (ISO22301) Business Continuity Management Systems (BCSMS) – Requirements. – International standard for Business Continuity.

Business Continuity Crisis Internal Support Team - This team is responsible for assisting the Business Continuity Crisis Management Team with the assessment and escalation of incidents as they occur and for the recovery and restoration of normal business operations.

Business Continuity Crisis Management Team (BCT) - This team is responsible for assisting with the assessment and escalation of incidents as they occur and for the recovery and restoration of normal business operations.

Maximum Acceptable Outage (MAO) - The maximum period of time that the City of Cockburn can tolerate the loss of a process or function before a serious impact on operations or service delivery.

Recovery Time Objective (RTO) - This represents the period of time following an incident within which the product, service or activity must be resumed or recovered.

Recovery Point Objectives (RPO) – Point to which information (data) used by activity must be restored to enable the activity to operate on resumption.

Critical Business Functions (CBF) - The critical operational and/or business support functions that could not be interrupted or unavailable for more than a mandated or predetermined timeframe without significantly jeopardising or impacting the organisation.

Minimum Resource Requirements Over Time – What are the minimum amount of resources that are required over time to resume the process.

Business Impact Analysis (BIA) Process of analysing activities and the effect that a business disruption might have upon them.

Risk Assessment (RA) – The RA identifies, evaluates and records critical continuity related vulnerabilities of each of the businesses critical activities and resources, including potential disruption scenarios.

Information Technology Disaster Recovery Plan (ITDRP): Refers to the 'Information Technology Disaster Recovery Plan' that is designed and managed by Councils IS Department.

1. Document Control

Document № – BCP-0001: City of Cockburn Business Continuity Plan

Version	Date Revised	Revised By	Changes Made
0.1	September 2014	Green Cap	Initial Draft for Executive consideration
0.2	October 2014	Governance	Administrative
0.3	December 2014	Governance	Aligning of Terminologies prior to DAPPS meeting
1.0	December 2014	Governance	Council Adoption
1.1	June 2015	Governance	Incorporating recommendations from BCP Test May 2015
1.2	June 2015	Governance	Formatting & Corrections post BCP exercise Debrief
2.0	October 2015	Governance	Final draft version for AUDIT meeting

2. Distribution & Plan Holders

The following Business Continuity Plan (BCP) members are required to keep a controlled copy of this document in the following formats:

- Soft copy available on the City of Cockburn IT System.
- Hard copy at Council Office Governance & Risk Management Coordinator (and nominated recovery centres in the BCP emergency kit).
- Ipad for Team members.
- Soft copy available with the Governance & Risk Management Coordinator (stored on a USB)

Crisis Management Team

Name	Position	Contact	Alternative	Contact
Stephen Cain	Chief Executive Officer	0418515889	Acting Director	N/A
Don Green	Director Governance & Community Services	0409109844	Gail Bowman	0419946450
Daniel Arndt	Director Planning & Development	0438998810	Nick Jones	0417955830
Stuart Downing	Director Finance & Corporate Services	0437411498	Margot Tobin	0477758967
Charles Sullivan	Director Engineering & Works	0439607039	Anton Lees	0417970201

Crisis Internal Support Team

Name	Position	Contact	Alternative	Contact
Cliff McKinley	Manager Human Resources	0477758967	Biljana Gaspar	94113566
TBA	Manager Information Services	0417940527	Matt Sapsworth	94113561
Samantha Seymour -Eyles	Manager Corporate Communications	0429556083	Colleen Miller	0417170875
Doug Vickery	Manager Infrastructure Services	0447946429	Ben Roser	0428968755
Stephen Smith	Safety & Injury Management Coordinator	0419924813	Geoffrey Amos	94113575
Michael Emery	Emergency Management & Project Coordinator	0409687404	Bruce Mentz	94113745
Nelson Mauricio	Manager Financial Services	0403009254	Sinta Ng	94113462

Admin Support Team – Log Keeper

Name	Position	Alternative
Bernadette Pinto	Personal Assistant – Directors – Fin. & Corp. Serv./Gov. & Comm. Serv. (94113520)	Melody Waerea (PA to CEO) - 94113401

Business Continuity Support

Name	Position	Contact
James Ngoroyemoto	Governance & Risk Management Coordinator (Business Continuity Coordinator)	0417079829

3. BCP Process Flowchart

EVENT/ CRISIS/ INCIDENT

ASSESS DAMAGE

FOLLOW EMERGENCY/ INCIDENT MANAGEMENT PROCEDURES & NOTIFY CEO

IS THE ESTIMATED RECOVERY TIME GREATER THAN TOLERABLE PERIOD OF DISRUPTION?

YES

DISRUPTION DFCI ARFD

ASSEMBLE BCP TEAM

ASSESS LOSS AND IMPACT

YES

ACTIVATE BCP

ASSESS: CRITICAL FUNCTIONS & URGENT DELIVERABLES

REACT: SET TARGETS, RECOVERY OBJECTIVES, RESPONSIBILITIES & COMMUNICATE

MANAGE: REVIEW, DISCUSS RECOVERY ACTIONS & COMMUNICATE

RECOVER: REVIEW OBJECTIVES, EFFECTIVENESS & IMPACT

DISRUPTION SITUATION RESOLVED. BCP TEAM STAND DOWN

POST – INCIDENT DEBRIEF & REVIEW. CAPTURE LESSONS LEARNT

DISRUPTION WARNING

NO

CONTINUE TO MONITOR AND RESOLVE SITUATION

NO

NO

YES

DISRUPTION SOLVED

4. BCP Team Recovery Locations

1.Internal Meeting Place

City Offices and Council Chambers

Phone (08) 9411 3444

Fax: 08 9411 3333

Email: customer@cockburn.wa.gov.au

2. External Meeting Place if City Offices and Council Chambers is unavailable

Youth Centre

25 Wentworth Parade, Success

Phone (08) 9411 3888

Fax: 08 9411 3333

Email: youth@cockburn.wa.gov.au

3. In the event the Youth Centre is unavailable, use below facility or check availability of other Council owned facilities

City of Cockburn, Seniors Center, 9 Coleville Crescent, Spearwood

Phone: (08) 9411 3877

Fax: (08) 9411 3333

Email: csc@cockburn.wa.gov.au

5. City of Cockburn Tolerable Business Disruption levels

The activation of the Business Continuity Plan (BCP) will be as a result of a disruption to any City of Cockburn Division critical Business function.

The Team Leader of the City of Cockburn Business Continuity Management Team (or their alternate) will determine the level of impact being experienced by the business, and is responsible for the City of Cockburn business wide continuity and recovery strategies. The triggers for activation of the Business Continuity Plan and associated notifications are:

- Loss of access to a key facility.
- Loss of Information Technology that supports critical business processes.
- Loss of telecommunications;
- Loss of vital records;
- Loss of critical equipment and / or.
- Non availability of key resources (including personnel and suppliers / providers).

5.1 Assessment for Activation

This determination must be undertaken by the Chair of the City of Cockburn Business Continuity Management Team or Alternate.

Insignificant / Minor Disruption	<p>There is inconvenience & delays to individual stakeholders however no noticeable regulatory impact.</p> <p>Maximum Acceptable Outage (MAO) not been exceeded; and service delivery can be maintained with minimal efforts.</p>	<u>DO NOT ACTIVATE</u> BUSINESS CONTINUITY PLAN
Moderate Disruption	<p>There are moderate impacts on individual stakeholders but no noticeable impact on overall service delivery with minor and temporary non-compliance to regulatory requirements.</p> <p>Maximum Acceptable Outage (MAO) has been reached for a single Critical Business Function.</p>	<u>CONSIDER ACTIVATION OF</u> CITY OF COCKBURN BUSINESS CONTINUITY PLAN
Significant / High Disruption	<p>There are significant impacts on high numbers of individual stakeholders, resulting in a noticeable impact to overall service delivery with significant noncompliance to essential regulatory requirements.</p> <p>Maximum Acceptable Outage (MAO) has been breached for one or more Critical Business Functions.</p>	<u>ACTIVATE</u> CITY OF COCKBURN BUSINESS CONTINUITY PLAN

6. BCP Team Recovery Location Procedure

Location: Youth Centre Pod, 25 Wentworth Parade, Success

Transportation

- First protocol is to drive work/personal vehicles subject to clearance from Traffic Management Team (Engineering)
- If some of the BCP team members have no access to cars, they are to carpool with other members (advise your arrangements to Business Continuity Coordinator)
- If unable to use cars, Business Continuity Coordinator to contact Plant and Facilities Team to arrange Bus from Operations Centre for transportation (15 seater minimum)

Access

- Business Continuity Coordinator to contact Youth Centre Coordinator on Mobile to confirm availability and safety of the alternate site
- Business Continuity Coordinator to contact Manager Infrastructure Services and Manager Building Services to arrange access, and check suitability of alternate site
- Contact Plant and Facilities Team to activate swipe cards
- Plant and facilities team liaise with Ross (Satellite Security) to activate the swipe cards
- Manager Infrastructure Services & Manager Information Services have master alarm codes

Setup

- The following equipment is required to be set up at the Alternate site in the Pod, BCP Log Keeper to coordinate with Youth Centre Coordinator:
 1. 15 Desktop computers (already setup in the Youth Centre pod)
 2. 1 White board
 3. 4 square tables (already setup in the Youth Centre pod)
 4. 15 chairs (already setup in the Youth Centre pod)
 5. Portable Projector (already set up upstairs at Youth Centre)
 6. 5 landline phones (kept in the BCP emergency kit)
 7. Copy of the BCP (kept in emergency kit)
 8. Video conferencing capability available
 9. Kitchen available in the Pod
 10. Security Guard to be organised, if event is prolonged
- A BCP emergency kit is kept at the Youth Centre upstairs in the IT server room, and contains (15 copies of the BCP, copy of the Crisis Communications Plan, copy of the Local Emergency Management Plan, 5 landlines phones, BCP team alternate recovery location procedure, copy of

Local Emergency Management Arrangements - including the Recovery Plan, Community Emergency Risk Management Plan, and Bushfire Risk Management Plan)

Relocation

In the event that the alternate site is not available or cannot be accessed, contact the following centre or other Council facilities to determine best recovery option: **City of Cockburn, Seniors Center, 9 Coleville Crescent, Spearwood**
Phone: (08) 9411 3877

- Contact Plant and Facilities team to arrange transportation, and Retrieve the BCP emergency kit if possible

7. Plan Activation Procedures

Action	Who	Done
Respond to audible and telecommunication alarms.	Onsite Staff	
Evacuate Building if required to do so, in accordance to Evacuation Procedure.	Wardens	
Implement Emergency Management Procedures.	Onsite Staff	
Secure impacted sites where safe to do so.	Wardens	
Receive information from relevant sources (Internal, DFES, Police, and Stakeholders).	Wardens	
Account for and verify staff welfare and safety.		
Contain the problem where safe to do so / or relevant.		
Depending on nature of incident, decision taken to either first convene the Crisis Management Team (Directors) to review the situation or immediately declare a crisis.		
Agree location for convening Business Management Continuity Team and arrange access and /or teleconferencing facilities, if necessary.		
Call upon the Business Continuity Coordinator to assemble the BCP Crisis Management Team, Internal Support Team & Admin Support Team (BCP Team)		
Assess the level of impact and determine loss and extend of disruption.		
Invoke the Business Continuity Plan (this document) if business interruption is greater than tolerable period of disruption.		
Depending on nature of incident, agree reassignment of responsibilities to other senior staff, where appropriate.		

Notes:

8. Assessment

Involves the assessment and impact on a loss of any of these areas:

- Loss of access to a key facility;
- Loss of Information Technology that supports critical business processes & or telecommunications;
- Loss of vital records
- Loss of critical equipment and / or
- Non availability of key resources (including personnel and suppliers / providers).

Task	Who	Done
CEO to arrange responsibilities for tasks & designate target times:-		
Recording of all decisions, actions and issues.	<i>Support Team</i>	
Ongoing welfare requirements (potential claims).		
Assess the situation and confirm the extent of the interruption. <ul style="list-style-type: none">• Which areas are, or may become, impacted?• What is the geographic scope of the incident?• What action has been taken so far?• What is the potential timelines is urgent action required?		
Current Time Critical Applications.		
<ul style="list-style-type: none">▪ Identify all current deliverables and take a risk based approach to determining priority and effort. Including but not limited to;<ul style="list-style-type: none">○ Critical Activities on page.○ Key Project milestones or deliverables that may be impacted now or in the near future.○ Any WIP that has specific statutory timeframes to abide by (e.g. FOI requests, large scale planning and / or assessment works).		

Task	Who	Done
▪ Ensure regular updates / allocate responsibility.		

Notes:

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Assess – Scenario Specific Checklists

Loss of(or access to) buildings/Infrastructure	Who	Status	Comments	Follow - Up	Time
<p>Detail Strategy for relocation; consider:</p> <ul style="list-style-type: none"> • Recovery Site Arrangements • People & Equipment Requirements. • Salvage or restoration activities. • Establish workstations for staff relocating to other sites. • Establish workstations & communications for staff working from home. • Contact Information Services to arrange any System Requirements. • Familiarise staff with new arrangements and determine communication protocols. • Arrange ongoing security access controls for affected building & Manage OHS/Welfare. 					

Assess – Scenario Specific Checklists

Loss of IT or Communications	Who	Status	Comments	Follow - Up	Time
<p>Contact Information Services to identify:</p> <ul style="list-style-type: none"> • Extent of system / application outage. • Extent of any data loss. • Restoration target timeframes. • Potential cause(s). • Detail strategy to recover / reconstruct lost data where possible. • Detail approach to IT, refer to ITDRP. • Deliverables due today or in the near future. • Manual procedures or workarounds to complete Critical Activities. • System Requirements. • Other productive activities or sending staff home. Ensure ongoing interaction with appropriate IT Incident Management updates 					

Assess – Scenario Specific Checklists

Loss of People	Who	Status	Comments	Follow - Up	Time
<p>Detail Resourcing Strategy for Critical Activities, consider:</p> <ul style="list-style-type: none"> • Deliverables due today or in the near future. • Numbers of staff away and expected return dates. • Minimum number of staff required for Critical Activities. • Single person dependencies. • Re-allocating of duties amongst staff. • Ceasing non critical activities (deferred activities). • Escalation to Health Department or Worksafe etc. Temporary replacements (LGAs, Volunteers, Contractors, Recruitment Agencies). <p>Refer to Crisis Communication Plan for Councillors, Media, Regulators other Stakeholders and Staff as required.</p> <p>Identify & notify Key Contacts of working arrangements.</p>					

Assess – Scenario Specific Checklists

Loss of Supplier	Who	Status	Comments	Follow - Up	Time
<p>Contact the Supplier (where possible) and determine:</p> <ul style="list-style-type: none"> • The nature and extent of the incident. • Have operations ceased entirely, or is it limited. • Restoration timeframes and clearance of backlogs (if applicable). • Provision of any services / goods currently in transit. <p>Considerations:</p> <ul style="list-style-type: none"> • Critical Activities that rely on this Supplier. • Length of time before these Activities are impacted. • Alternative Procedures. • Community Communication Updates. • Assign someone to monitor the situation with the Supplier. • Legal / Risk Implications. • Identify & notify Key Contacts of working arrangements. 					

Current Time Critical Deliverables & Critical Functions Affected – Log Sheet

Current time critical deliverables (Determine priority and effort)	Who	1 Day Recovery Time Objective	3 Days Recovery Time Objective	5 Days Recovery Time Objective	10 Days Recovery Time Objective	20 Days Recovery Time Objective
Critical Business Functions Affected	Who	1 Day Recovery Time Objective	3 Days Recovery Time Objective	5 Days Recovery Time Objective	10 Days Recovery Time Objective	20 Days Recovery Time Objective

9. Reaction - Checklist

Task	Who	Done
CEO to Assemble BCP Crisis Team & arrange responsibilities for tasks & designating target times:-		
Recording of all decisions, actions and issues.		
Ongoing welfare requirements.		
If relevant, ensure Police are involved in management of problem.		
Refer Scenario Specific Checklists.		
Consider and agree the following key actions:		
• Agree upon what is considered to be the recovery objective(s).		
• Instructions/targets for recovery.		
• Special delegations.		
• Assignment of operational responsibilities.		
• Assignment of salvage and / or restoration responsibilities.		
• Approval of expenditure.		
• Allocating alternate actions for staff or sending home.		
• Time/Date of next meeting.		
Refer to the Crisis Communication Plan for Councillors, Media, Regulators other Stakeholders and Staff as required.		
Provide full brief to Senior Staff closest to situation.		
Determine a meeting venue & call a staff meeting. Advise:- <ul style="list-style-type: none"> ▪ Appraisal of the situation & the scope of the incident. ▪ Inform them of the actions already decided upon. ▪ Agree on reporting arrangements. ▪ Remind them of the <u>Media Policy</u>. ▪ Allocation of duties. ▪ Review of equipment/consumables needs for continuity of services. ▪ When the next communication can be expected. 		
If available update Web-site with relevant details of Interruption, in accordance with Crisis Communications Plan.		

10. Management – Log sheet

Task/Action	Who	Status	Comments	Time
Review effectiveness of recovery actions to date.				
Reassess resource requirements and capabilities.				
Review Critical Activities (Achievement of RTO's)				
Conduct site visit if deemed appropriate.				
Release any external communications, & provide update to staff.				
Assess any Insurance implications				
Set next meeting and venue				
Identify and notify key contacts of working arrangements				
Review & monitor status of disaster and scale down disaster recovery a situation & problem management dictates				

11. Recovery – Log sheet

Task/Action	Who	Status	Comments	Time
Action items have been completed				
Recovery objectives have been met.				
Plans are in place to deal with any backlogs.				
Communication to staff to recognise efforts.				
Target date for completion of post incident review.				
Provide copies of logs and decisions made to Admin Support Team				
Undertake post incident review of incident response				
Impact of disaster on City's reputation.				

12. Business Continuity Plan Summary

Each Business unit has dedicated recovery Plan in Section 15- 18 of this document.

Recovery over Time Summary and Staff Numbers – City of Cockburn

Timeframe	Minimum staff numbers required per Division over time				
	Planning & Development (5 critical functions)	Governance and Community Services (6 critical functions)	Engineering & Works Services (9 critical functions)	Finance & Corporate Services (7 critical functions)	Business Continuity Team
Within 24 Hours	10	26	11	17	14
Within 2-7 Days	+12	+17	+30	+19	-
Within 8-14 Days	+8	+7	+16	+3	-
Within 15-30 Days	+1	+7	-	+3	-
Total Staff Required	31 Staff	57 Staff	57 Staff	42 Staff	14 Staff

Total = 201 Staff Members Required During the First 30 Days.






13. Overall Logistics Summary – City of Cockburn

Division	Recovery locations	Minimum Computers / Desks Required	Photocopier, Scanner and Printer and Fax (<i>all in one</i>)	Mobiles / Landline	Software (other than Standard Council Microsoft Office suite)
Finance & Corporate Services	IS, HR - Seniors Centre (37) Procurement - work from Home (5)	18	5	16 Landlines 8 Mobiles	ITDRP, VMware vCentre, VMware View, Veeam Backup & Replication, Dell server & Storage admin tools, Anterasy networking admin tools, Tech 1 - HRP, Internet, Property Data Base, Fines enforcements registry, VM Ware, Tender link, E-Quotes, Notes, NAB Connect, Accelerate IT (Kofax), Ads Plus
Planning & Development	All staff - Seniors Centre (31)	23	3	21 Landlines 26 Mobiles	GIS, Drainage Mapping, Tech1, Property & Rating ECM, Councils Online, Cambron.
Governance and Community Services	CS - Seniors Centre (7) Childcare - Coolbellup Hub (7) CoC Care - Jean Willis Centre (23) Rangers - Operations Depot (18)	28	4 (multiple locations)	23 Landlines 35 Mobiles 20 Personal mobiles	Open, Online, Banking Systems, NAB, ABA File, Harmony Software, Contacts, Alchemy SMS Database Technology 1 – Finance, Property System, Customer Request System, Receipting Summary Data Base, GIS, Communications System, Telephone Systems. Smart fees Software for Outside School Hours Care, Council Info Summary Sheets
Engineering & Works Services	Transport – Seniors Centre (1) Works and Roads – depot (12) Infrastructure – Depot (12) Waste – Henderson (32)	19	4	17 Mobiles 11 Landlines	GIS, Customer Service Request System, Online form to request works, Telephone system, Tech 1 m Councils on Line, Cambron, Big Mate System, Weighbridge Arch, Trans host, BP online.
Business Continuity Team	Youth Centre (Pod)	14	1	14 Mobiles 5 Landlines	Nil other than Microsoft Office

A total number of 76 staff members require relocation in the event that the Administration building is not accessible. Seniors Centre is the preferred first choice recovery option. In the event that Seniors Centre building is unavailable, the Youth Centre is the preferred alternate recovery site.

14. Summary of City of Cockburn Business Functions and Maximum Acceptable Outage (MAO) – Threshold to Activate

Business Unit	Critical Business Function	≤24 Hours	2-7 Days	8-14 Days	15 -30 Days	Page Number
Director	Governance and Community Services Division					
Community Services	Emergency Service & Response – Respond to a significant civil emergency.	✓ 1 Hr				Page
Community Services	Incident Response to Dangerous Dogs Attack.	✓ 2 Hrs				Page 34
Corporate Communications	Customer Service includes phone calls, customer requests, receipting and receiving applications etc.	✓ 4 Hrs				Page 27
Corporate Communications	Providing Information to keep Community informed & manage brand reputation	✓ 2 Hrs				Page 32
Community Care	Cockburn Community Care includes – Personal care, Medication, Transport, Respite and Shopping Assistance.	✓ 24 Hrs				Page 24
Childcare Services	Commonwealth Parent Child Care Benefit subsidy fortnightly payments to 90 – 100 Educators (Family Day Care and in Home Child Care)	✓ 8 Hrs				Page 27

Business Unit	Critical Business Function	≤24 Hours	2-7 Days	8-14 Days	15 -30 Days	Page Number
Director	Planning & Development Division					
Environmental Health	Complaint based on Incident e.g. Food Outbreak Legionnaires, Asbestos, Chemical spill, Public health risk, Sewerage etc.	 2 Hrs.				Page 36
Statutory Planning/ Building Services	Compliance in an emergency situation e.g. Dangerous Buildings & Serious Amenity Issues	 4 Hrs.				Page 38
Statutory Planning	Zoning Certificates – settling Agents for both commercial and residential, Caveats and rezoning expected.			 10 Day		Page 40
Strategic Planning	Land Transfer Documentation – formal documentation for signing, granting / Sealing, lodgement and execution.				 15 Day	Page 42
Building Services	Building - Issuing Permits, Demolition, Occupancy, Strata Title, Building Approval Certificates, Customer Service and phone calls, Swimming pool inspections.		 5 Day			Page 44

Business Unit	Critical Business Function	≤24 Hours	2-7 Days	8-14 Days	15 -30 Days	Page Number
Director	Engineering & Works Services Division					
Engineering Services	Drainage Maintenance in the response to severe weather events.	✓ 8 Hrs				Page 48
Infrastructure Services	Facilities Management – includes Building Maintenance, Cleaning, Fire control, Lights, Disability Act Compliance Liaison with Events & Building Security Access.		✓ 48 Hrs			Page 52
Infrastructure Services	Fuel Management – Includes providing Fuel for City Vehicles and maintenance of the vehicles			✓ 10 Days		Page 54
Engineering Services	Road Patching.		✓ 5 Days			Page 46
Engineering Services	Emergency Traffic Management	✓ 4 Hrs				Page 50
Waste Collection	Landfill for Domestic & Commercial.		✓ 4 Days			Page 58
Waste Collection	Methane Plant		✓ 2 Days			Page 60
Waste Collection	Kerbside organic (MSW) Municipal Solid Waste		✓ 3 Days			Page 56
Parks & Environment Services	Emergency Maintenance and response e.g. trees across roads etc.	✓ 2 Hrs.				Page

Business Unit	Critical Business Function	≤24 Hours	2-7 Days	8-14 Days	15 -30 Days	Page Number
Director	Finance & Corporate Services Division					
Information Services	IS includes – helpdesk and management of recovery site. Information and Technology provider for the City of Cockburn in the restoration of applications, management of the Helpdesk and Recovery site. <i>Dependant on situation.</i>	✓ 4 Hrs				Page 62
Financial Services	Rating and Revenue collection, banking, rating transaction, "Infringements processing and Pensioner Rebates etc."	✓ 5 Days				Page 65
Financial Services	Procurement e.g. contacts, suppliers the process of procurement, contract management.	✓ 5 Days				Page 67
Financial Services	Credit Cards (50) and Petty Cash for expenses.	✓ 7 Days				Page 69
Financial Services	Accounts Payable (Family Day Carers and Suppliers).			✓ 10 Days		Page 71
Human Resources	Payroll. (Worst time).	✓ 4 Hrs				Page 75
Human Resources	Worksafe & LGIS Notification.		✓ 7 Days			Page 73

15. Critical Business Function Information - Governance and Community Services Division

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Community Care	Paul Hogan	Customer Service IS Finance Human Resources	Customers Preferred Suppliers Temping agency	Alchemy SMS Database Technology 1 Finance	Cockburn Community Care includes – Personal care, Medication, Transport, Respite and Shopping Assistance	
Normal Location		Recovery Location		Critical Business Timings		
Jean Willis Centre – Corner of Ingram Street and Healy Road Hamilton Hill		City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood		Maximum Acceptable Outage (MAO) = 24 Hours	Recovery Point Objective (RPO) = 24 Hours	
Peak Periods		Monday-Sunday				
Resource Type	Business as usual		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	50 6 Full Time includes, 1 Manager, 3 Coordinators, Senior Administration Officer, Client Liaison Officer, Part- time Finance Officer, Receptionist, 42 Part Time Activities Officers and Support Workers		1 Manager 1 Coordinator 1 Senior Administration Officer (or another Coordinator) Receptionist 5 Support Workers	+5 Support Workers	+5 Support Workers	5 Support Workers
Telephones / Mobile	10 landlines 9 work mobiles 45 Personal Mobiles		4 work mobile phones 6 Personal Mobiles	+2 Landlines +5 work mobiles +20 Personal	+5 work mobiles	5 work mobiles
Desk & Computer hardware	9		2	+2	-	-

Special Requirements e.g. Printers	2 Printer/Fax/Scanners	-	1 Printer Internet access	-
Vital Records	Staff Details Support Plans Case Records Roster Timesheets WA Assessment Framework Instrument (WAAFI) - maintained by Dept. Health	Staff Details	Staff Details Support Plans Case Records Roster Timesheets WA Assessment Framework Instrument (WAAFI) - maintained by Dept. Health	-
Critical Equipment	PPE Equipment Personal vehicles and fuel	PPE Equipment Personal vehicles and fuel	-	-
Recovery Strategy for Loss of:				
(1) Key staff	1.1 Determine availability of staff. Ensure skill sets can be met e.g. Certificate 3 in Aged Care and prioritise cases. 1.2 Determine duration of staff loss. 1.3 Utilise backup of other internal staff. 1.4 Contact Temporary Agency. 1.5 Contract Silver Chain Perth Home Care.			
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP 2.2 Business unit needs to consider additional controls including; 2.3 Utilise hard copy records (including home files). 2.4 Hard copy record of rosters. (Would be difficult). Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Contact clients direct. 3.3 Utilise mobiles until restored and increase home visits if staff concerned as they are unable to contact client.			
(4) Building /	4.1 City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood			

Precinct	
(5) Vital Records	5.1 Case Records - Consider IPads to include case notes. 5.2 Rosters – Hard copy's and Timesheets – Complete manually.
(6) Suppliers	6.1 Temporary agency. Ensure skill sets can be met e.g. Certificate 3 in Aged Care and prioritise cases. 6.2 PPE supplier (easy to supply e.g. Big W). 6.3 An alternative agency e.g. Melville Cares, might be able to pick up Day Centre activities.
(7) Alternate Critical Equipment Source	7.1 Nil – Ample PPE equipment available. Supplier arrangements already listed. 7.2 Vehicles.

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Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Childcare Services	Sandra Taylor	Finance (Amy) IS	Educators Parents Commonwealth Government	Online Banking Systems NAB Harmony Family Day Care Software incl. ABA file Smartfees Software for Outside School Hours Care	Commonwealth Parent Child Care Benefit subsidy fortnightly payments to 90 – 100 Educators (Family Day Care and in Home Child Care)
Normal Location		Recovery Location		Critical Business Timings	
Coolbellup Community Hub, 90 Cordelia Ave, Coolbellup		City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood		Maximum Acceptable Outage (MAO) = 8 Hours	Recovery Time Objective (RTO) = 4 Hours
Peak Periods		Thursday each Commonwealth payment fortnight (Finance) Service – Friday to Thursday each fortnight in line with COC staff pays			
Resource Type	Business as usual		1-24 Hours	Minimum Resource Requirements Over Time	
				2-7 Days	8-14 Days
Roles and Headcount	7 Staff 3 Full Time includes:- 1 Manager, 1 CCS Finance Officer, 1 FDC ESO; 4 Part-time includes: 1 in care home service coordinator, 1 FDC ESO, 1 in care home ESO, 1 Finance Officer		1 Manager 1 CCS Finance Officer 1 Coordinator (IHC) 1 FDC staff	+3 Part-time includes: 1 Finance Officer, 1 ESO in care Home, 1 FDC	-
Telephones / Mobile	3 mobiles 7 landlines		4 Work Mobile Phones 2 Landlines	-	-
Desk & Computer hardware	7		1	+2	+4

Special Requirements e.g. Printers	1 Printer/fax	Yes	Yes	-	-
Vital Records	Files from the Commonwealth - as Approved Operator of 2 Childcare Services includes Parents and Children's enrolment and attendance details Educator details including Banking Details, etc. on Harmony.	Yes	Yes	-	-
Critical Equipment	Nil	-	-	-	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Seek Assistance from Kwinana Family day Care in Home Care (they use same system)</p> <p>1.3 Procedures are documented.</p> <p>1.4 Human Services Manager can provide support if required</p> <p>1.5 Seek extension from Commonwealth</p>	
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Management to investigate the potential of going to another council who also use Harmony and logging in for details. Finance would then be able to provide advice on how they would make the payment e.g. iPhone or physically transferring the file by other means to make payments.</p> <p>2.3 Harmony going to Web based module by end of 2015-16.</p> <p>2.4 If information is not received by the Thursday (as the Commonwealth IT is sometimes unavailable) contact Educators by Email and Commonwealth directly and advise regular updates.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Utilise mobiles if required.</p>	
(4) Building / Precinct	4.1 City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood	
(5) Vital Records	5.1 Hard copy files available.	

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(6) Suppliers	6.1 Harmony – No work around.
(7) Alternate Critical Equipment Source	7.1 Nil.

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Corporate Communications	Sam Seymour-Eyles	Whole of council IS Building Statutory Planning Engineering Finance	Community Insight After Hours Answering Services Communications Australia	Open Property System- Tech1, CRM, Receipting Council Info Summary Sheets	Customer Service includes phone calls, Customer requests, receipting and receiving applications etc.	
Normal Location		Recovery Location		Critical Business Timings		
City of Cockburn 9 Coleville Crescent, Spearwood		City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood		Maximum Acceptable Outage (MAO) = 4 Hours	Recovery Time Objective (RTO) = 2Hours Recovery Point Objective (RPO) = 2 Hours	
Peak Periods		Monday to Friday.				
Resource Type		Minimum Resource Requirements Over Time				
		Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		7 2 Front Counter 4-5 Contact Centre	2 Contact Centre 1 Front Counter	+1 Front Counter +3 Contact Centre	-	-
Telephones / Mobile		6 Landlines	2	+4	-	-
Desk & Computer hardware			3	+4	-	-
Special Requirements e.g. Printers		1 Photocopier/Scanner	1	-	-	-
Vital Records		List of Fees Dogs Registration Planning Forms Building Forms Key contacts in an emergency	Yes	-	-	-
Critical Equipment		Head Sets Chargers	Yes	Yes	-	-

	EFPOS Machines Float		
Recovery Strategy for Loss of:			
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Back fill as required. 1.4 Contact internal former staff to seek assistance. (Customer service to create a list) 1.5 Utilise other excess staff within Council. 1.6 Seek assistance from other Councils		
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Capacity to complete Manual receipting. 2.3 Encourage to pay on line. 2.4 Cash only capability. 2.5 Refer to the BCP customer service kit with relevant forms Voice Communications 3.1 Phone diversions to afterhours will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media, & Use staff mobiles.		
(4) Building / Precinct	4.1 City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood		
(5) Vital Records	5.1 List of Fees. 5.2 Dogs Registration. 5.3 Planning Forms. 5.4 Building Forms. 5.5 Key contacts in an emergency.		
(6) Suppliers	6.1 Communications Australia.		
(7) Alternate Critical Equipment Source	7.1 Headsets, EFTPOS machines. (Check other areas within council – Senior and Youth Centre, Rangers, Southlake Leisure Centre, Henderson Waste etc. and or contact NAB).		

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Corporate Communications	Sam Seymour-Eyles	Mayor CEO	Media Community Government agencies	Nil	Provide Information to keep Community Informed and manage brand reputation
Normal Location		Recovery Location		Critical Business Timings	
City of Cockburn, Communications Building, 9 Coleville Crescent, Spearwood		City of Cockburn, Seniors Centre 9 Coleville Crescent, Spearwood		Maximum Acceptable Outage (MAO) = 2 Hours	Recovery Time Objective (RTO) = 1 Hour
Peak Periods		Seasonal.			
Resource Type		Minimum Resource Requirements Over Time			
		Business as usual	1-24 Hours	2-7 Days	8-14 Days
Roles and Headcount		4 in total 1 Manager 2 Media Officers 1 Assistant	2 Media Officers	+ 1 Media Officer	-
Telephones / Mobile		6 Landlines	2	+1	-
Desk & Computer hardware			-	-	-
Special Requirements e.g. Printers		1 Photocopier/Scanner	-	-	-
Vital Records		Contact List Crisis Communications Plan	Yes	Yes	-
Critical Equipment		Camera	Yes	Yes	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Determine duration of staff loss.</p> <p>1.3 Reciprocal arrangements with adjoining councils for rangers.</p> <p>1.4 Community Emergency Services Manager can be seconded.</p> <p>1.5 Local Emergency Management Plan with committee to contact and utilise.</p> <p>1.6 2 Area Police support.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Hardcopy of plan available.</p> <p>2.3 IPad as an option.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Mobiles.</p> <p>3.4 Two Way Radios, or Use CoSafe Lines.</p>
(4) Building / Precinct	<p>4.1 Cockburn Volunteer Emergency Services - Pollett Road.</p>
(5) Vital Records	<p>5.1 Hardcopy of plans available.</p>
(6) Suppliers	<p>6.1 Nil.</p>
(7) Alternate Critical Equipment Source	<p>7.1 Other Councils, Department of Fire Emergency. Other fleet vehicles.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Community Services	Rob Avar	Operations – council response Emergency Management Coordinator Procurement Human Services Communications Environmental Health Operations Centre IS Finance Rangers	Emergency Services Volunteers Department of Fire Emergency Services Department of Child Protection & Family Support Local Emergency Committee e.g. Police Fuel BP CoSafe Property Owners	GIS Communications System	Emergency Service & Response – Respond to a significant civil emergency.	
Normal Location		Recovery Location				
Operations Centre		City of Cockburn Volunteer Emergency Services - Polletti Road				
Any time but particularly seasonal events						
Resource Type	Business as usual		Minimum Resource Requirements Over Time			
		18 Total	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		2 Emergency Services Coordinators 8 Rangers 2 Administration 3 Coordinators 2 CCTV / CoSafe 1 Parking Officer	2 Emergency Services Coordinators 3 Rangers 1 Administration	+1 Administration +2 Rangers +1 CCTV / CoSafe +1 Coordinators	+2 Rangers + 1 Coordinator	+1 CCTV/Cosafe +1 Parking Officer
Telephones / Mobile		10 Landlines 10 Mobiles	2 Landlines 5 Mobiles	5 Mobiles 8 Landlines	-	-

Desk & Computer hardware	10	5	+5		
Special Requirements e.g. Printers	1 Printer / Scanner	1	-		-
Vital Records	Emergency Plan Local Emergency Management Plan	Yes	Yes	Yes	Yes
Critical Equipment	8 Ranger vehicles with communications Emergency Services 6 volunteer bushfire vehicles Communications vehicle Water Tanker Polleti Road – State Emergency 5 Services Vehicles	Yes	Yes	Yes	yes
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Reciprocal arrangements with adjoining councils for rangers. 1.4 Community Emergency Services Manager can be seconded. 1.5 Local Emergency Management Plan with committee to contact and utilise. 1.6 2 Area Police support.				
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Hardcopy of plan available. 2.3 iPad as an option. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media.				

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	3.3 Mobiles.
	3.4 Two Way Radios, or Use CoSafe Lines.
(4) Building / Precinct	4.1 Cockburn Volunteer Emergency Services - Polletti Road.
(5) Vital Records	5.1 Hardcopy of plans available.

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Community Services	Rob Avar'd	Dog Pound Customer Service Communications Rangers	Police Ambulance Dog Owners	Nil	Incident response to Dangerous Dogs Attack	
Normal Location		Recovery Location		Critical Business Timings		
Operations Centre – Wellard Street	In the field and use other Councils Animal care facilities			Maximum Acceptable Outage (MAO) = 2 Hour (in an emergency)	Recovery Time Objective (RTO) = 30 Minutes Recovery Point Objective (RPO) = 24 Hours	
Peak Periods		7 Days				
Resource Type		Minimum Resource Requirements Over Time				
		Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		8 Rangers	2		-	-
Telephones / Mobile		8 Mobiles	2		-	-
Desk & Computer hardware		5	-		-	-
Special Requirements e.g. Printers		-	-	-	-	-
Vital Records		List of registered dog owners	Yes		-	-
Critical Equipment		Dog Van Poles Gloves 2 way radio	Yes		-	-
IT Applications and Drives		Nil	-	-	-	-

Recovery Strategy for Loss of:

(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Reciprocal arrangements with adjoining councils for rangers 1.4 LOGO appointments.
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 2 Way radios
(4) Building / Precinct	4.1 Work in Field 4.2 Another Council. 4.3 Lost Dogs home.
(5) Vital Records	5.1 Not essential as Dogs can be impounded for a period of time.
(6) Suppliers	6.1 Nil.
(7) Alternate Critical Equipment Source	7.1 See another council for support.

16. Critical Business Function Information - Planning & Development Division

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Environmental Health	Nick Jones	Customer Service IS	Community Emergency Services e.g. Fire brigade, Police Health Department Perth	GIS Drainage Mapping	Complaint based on Incident e.g. Food Outbreak Legionnaires, Asbestos, Chemical spill, Public health risk, Sewerage etc.
Normal Location	Recovery Location			Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood	Seniors Centre			Maximum Acceptable Outage (MAO) = 2 Hours	Recovery Time Objective (RTO) = 2 Hours
Peak Periods	Incident based				
Resource Type	Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	10 Fulltime Environmental Health Officer	3 plus Manager	+2	+4	-
Telephones / Mobile	10 Mobiles	4	+2	+4	-
Desk & Computer hardware	10	nil	Nil	+4	-
Special Requirements e.g. Printers	1 Printer / Scanner	-	-	-	-
Vital Records	Drainage maps	Yes	Yes	Yes	-
Critical Equipment	Sampling Equipment PPE Gear Vehicles	Yes	Yes	Yes	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff. Multiple staff available.</p> <p>1.2 Determine duration of staff loss</p> <p>1.3 Can obtain staff from other councils or contract in.</p> <p>1.4 Identify and prioritise issues based on criticality.</p> <p>1.5 Advise key stakeholders as required.</p> <p>1.6 Record all critical information.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 As on site, manually record incidents and outcomes and enter into IT system at a later date.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Utilise mobiles and or two way radios.</p>
(4) Building / Precinct	4.1 Seniors Centre
(5) Vital Records	5.1 Drainage maps
(6) Suppliers	6.1 Nil.
(7) Alternate Critical Equipment Source	7.1 Readily available but cars are essential in the case of a significant response. Sampling Equipment

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Statutory Planning/ Building Services	Andrew Lefort/ John West	Customer Service IS Senior Management Team Building	Community Emergency Services Environment Department of regulation Department of Parks and Wildlife	Tech1 Property GIS	Compliance in an emergency situation e.g. Dangerous Buildings & Serious Amenity Issues
Normal Location	Recovery Location		Critical Business Timings		
City of Cockburn 9 Coleville Crescent, Spearwood	Seniors Centre		Maximum Acceptable Outage (MAO) = 4 Hours	Recovery Time Objective (RTO) = 2 Hours	Recovery Point Objective (RPO) = 24 Hours
Peak Periods	As per event and or Monday to Friday.				
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	3Total 1 – Planning Compliance 2 Building Compliance	1 Compliance 1 Building	-	-	-
Telephones / Mobile	3 Landlines 3 Mobile	2 Mobile 1 landline	-	-	-
Desk & Computer hardware	3	1	-	-	-
Special Requirements e.g. Printers	1 Printer / Scanner		Yes	-	-
Vital Records	Records from the Management System Planning approvals	Yes	-	-	-
Critical Equipment	Camera	Yes	-	-	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Determine duration of staff loss</p> <p>1.3 Planning and Building Officers can be utilised in an emergency, but requires authorisation</p> <p>1.4 Utilise assistance from another council. (Limited Access</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 No other work-around except take hand written notes, make safe and enter data at a later stage.</p> <p>2.3 Consider accessing GIS from another council.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Utilise mobiles.</p>
(4) Building / Precinct	<p>4.1 Seniors Centre</p> <p>4.2 Work from Home</p>
(5) Vital Records	<p>5.1 No work-around.</p>
(6) Suppliers	<p>6.1 Nil.</p>
(7) Alternate Critical Equipment Source	<p>7.1 Cameras can be readily bought utilising Petty Cash and or corporate credit card.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function		
Statutory Planning	Andrew Lefort	Customer Service IS Building Health Planning	Customers Settling Agents Solicitors	Tech 1 - Property & Rating ECM	Zoning Certificates – settling Agents for both commercial and residential,		
Normal Location		Recovery Location		Critical Business Timings			
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Centre		Maximum Acceptable Outage (MAO) = 10 days	Recovery Time Objective (RTO) = 3 Days		
Peak Periods		All year round					
Resource Type		Business as usual		Minimum Resource Requirements Over Time			
				1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		1 Planning administration officer		-	1	-	-
Telephones / Mobile		1 Landline		-	1	-	-
Desk & Computer hardware		1		-	1	-	-
Special Requirements e.g. Printers		Nil		-	-	-	-
Vital Records		Zoning Certificates		-	Yes	-	-
Critical Equipment		Nil		-	Yes	-	-
Recovery Strategy for Loss of:							
(1) Key staff		1.1 Determine availability of staff. 1.2 Determine duration of staff loss					

	1.3 Three internal backup administration officers 1.4 Casual Pool available at short notice. Management to advise where list is kept.
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Process could be completed manually by priority both at the office and or any location.</p> <p>2.3 Written procedures available (Zoning Certificate Procedure Manual).</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers.</p> <p>3.3 Use mobiles (if personal reimburse post disruption).</p>
(4) Building / Precinct	4.1 Seniors Centre.
(5) Vital Records	5.1 Zoning Certificates can be completed manually and approved.
(6) Suppliers	6.1 Nil.
(7) Alternate Critical Equipment Source	7.1 Nil.

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Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Strategic Planning	Andrew Trosic	Mayor CEO Senior Management Team	Lawyers McLeod's Barrister & Solicitors Land Gate State Government	Property & Rating	Land Transfer Documentation – formal documentation for signing, granting / Sealing, lodgement and execution.
Normal Location	Recovery Location			Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood	Senior Centre			Maximum Acceptable Outage (MAO) = 15 Days	Recovery Time Objective (RTO) = 2 Days
Peak Periods	All year round				
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	2.5 Land Officers	-	-	1	+1
Telephones / Mobile	3 Landlines 1 Mobile	-	-	1	+1
Desk & Computer hardware	3	-	-	1	+1
Special Requirements e.g. Printers	1 Scanner / Printer	-	-	1	-
Vital Records	Land Titles Caveats Associated deeds of agreements	-	-	Yes	Yes
Critical Equipment	Nil	-	-	-	-
Recovery Strategy for Loss of:					

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Determine duration of staff loss. Internal staff can cover</p> <p>1.3 CEO and or Directors can delegate.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP</p> <p>2.2 Hard copy can be delivered and signed</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers.</p> <p>3.3 Use mobiles.</p>
(4) Building / Precinct	<p>4.1 Senior Centre</p>
(5) Vital Records	<p>5.1 Hard copies available.</p> <p>5.2 Seek new copies from customer.</p> <p>5.3 Land gate refer to State.</p>
(6) Suppliers	<p>6.1 Any property and land lawyer can be bought in.</p>
(7) Alternate Critical Equipment Source	<p>7.1 Nil</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Building	John West	Customer Service Statutory Planning Health Services Engineering	Customers Builders Architects Engineers Building Commission Health Department Department of Housing Works Department Local Government State Administration Tribunal	Tech 1 Councils on Line Cambroon	Building - Issuing Permits, Demolition, Occupancy, Strata Title, Building Approval Certificates, Customer Service and phone calls, Swimming pool inspections.
Normal Location	Recovery Location			Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood	Seniors Centre			Maximum Acceptable Outage (MAO) = 5 Days	Recovery Time Objective (RTO) = 2 Days
Peak Periods	Monday to Friday Pre - Xmas			Recovery Point Objective (RPO) = 24 Hours	
Resource Type	Business as usual			Minimum Resource Requirements Over Time	
				2-7 Days	8-14 Days
Roles and Headcount	17 1 Manager, Building Surveyor (8), 4 Administration, Compliance (2) and Pool inspections (2).	1-24 Hours 1 Manager 2 Senior Building Surveyors 1 Administration		+2 Administration +5 Building Surveyors +1 Compliance +1 Pool Inspection	+1 Pool Inspection +1 Compliance +1 Building Surveyors
Telephones / Mobile	17 Landlines 7 Mobiles	3 Mobile 1 Landline		4 Mobiles	17 Landline 7 Mobiles
Desk & Computer hardware	17	2		9	4
Special Requirements e.g. Printers	1 Printer / Scanner	-		1 Printer / Scanner	-
Vital Records	Plans	-		-	-

Critical Equipment	Tape Measures and Level Shovels Vehicles, Maps			Yes	-
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Council has good internal coverage. 1.3 Can seek assistance from outside e.g. another council and or recruitment firm.				
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Procedure manuals which will assist to complete manually. 2.3 Inspections can be completed manually. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Use mobiles.				
(4) Building / Precinct	4.1 Seniors Centre				
(5) Vital Records	5.1 Procedure manuals which will assist to complete manually. 5.2. Keep vital records manually for later inclusion to ECM.				
(6) Suppliers	6.1 Nil.				
(7) Alternate Critical Equipment Source	7.1 Multiple options available.				

17. Critical Business Function Information - Engineering & Works Services Division

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Engineering	Jadranka Kiurski	Customer Service Officer IS Procurement	Community Suppliers – Asphalt Services Boral Public Authorities	GIS Customer Service Request System	Road Patching	
Normal Location		Recovery Location		Critical Business Timings		
Operation Centre		Henderson Waste Recovery Work remotely		Maximum Acceptable Outage (MAO) = 5 Days	Recovery Time Objective (RTO) = 48 Hours Recovery Point Objective (RPO) = 4 Days	
Peak Periods						
Ongoing, after severe weather events (Winter Months)						
Resource Type		Minimum Resource Requirements Over Time				
		1-24 Hours		2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		5 in total Supervisor 2 crews of 2		1 Supervisor 2 crews of 2	-	-
Telephones / Mobile		1 Mobile		1	-	-
Desk & Computer hardware		1		1	-	-
Special Requirements e.g. Printers		Nil		-	-	-
Vital Records		Maps from GIS		Yes	-	-
Critical Equipment		Two Way Radios 2 Flowcon Vehicles for Hot Mix		Yes	-	-

		1 Ute for Cold Mix			
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss if significant multiple hire companies. 1.3 Adecco. 1.5 DFP.				
(2&3) IT & Voice Communications	IT 2.1 ITDRP. 2.2 Manual system in place e.g. writing locations and utilising Road Maps in vehicles. 2.3 Utilising Police if required. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Utilise Two-Way radios/ Mobile Phones 4.1 Henderson Waste Recovery. 4.2 Work remotely. 5.1 Utilise Maps in vehicles. 6.1 Multiple suppliers available (WALGA preferred list). 6.2 Alternative Materials to be Used eg Gravel 7.1 Utilise suppliers. 7.2 Hire from Budget / Avis for small vehicles and utilise credit cards to make payments.				
(4) Building / Precinct					
(5) Vital Records					
(6) Suppliers					
(7) Alternate Critical Equipment Source					

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Engineering	Jadranka Kiurski	Customer Service IS Procurement	Dial Before you Dig Suppliers	Online form to request works GIS	Drainage Maintenance in the response to severe weather events
Normal Location		Recovery Location		Critical Business Timings	
Operation Centre		Henderson Waste Recovery Work Remotely		Maximum Acceptable Outage (MAO) = 8 Hours	Recovery Time Objective (RTO) = 2 Hours Recovery Point Objective (RPO) = 2 Hours
Peak Periods		Seasonal (7 Call outs in recent events)			
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	7 in total 1 Supervisor 6 Drainage	1 Supervisor 6 Drainage	-	-	-
Telephones / Mobile	1	1	-	-	-
Desk & Computer hardware	1	1	-	-	-
Special Requirements e.g. Printers	1 Printer / Scanner	1	-	-	-
Vital Records	Maps (GIS)	Yes	-	-	-
Critical Equipment	Two-Way Radio Sand Excavator	Yes	-	-	-
	2 Hire Trucks with trailers and chains Cement				

		Internal pump.			
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Hire staff in from Mayday, MINQUIP (special CEO authorisation required).				
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP 2.2 Contact Dial before you Dig. 2.3 Manual inspections and tracking. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Mobiles or Two-Way Radios.				
(4) Building / Precinct	4.1 Henderson Waste Recovery. 4.2 Work Remotely in the field				
(5) Vital Records	5.1 Contact another council and see if they have GIS council can utilise.				
(6) Suppliers	6.1 Currently have two months' supply in yard. (Stock)				
(7) Alternate Critical Equipment Source	7.1 Contact Coates and or Leopards for critical equipment. Drainage Supplier RCPA (Bibra Lake)				

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Engineering	Jadranka Kiurski	Customer Service IS	Event Organisers Emergency Services Main roads Public Authorities	Internet GIS Mapping Customer Request System	Emergency Traffic Management
Normal Location		Recovery Location		Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Centre		Maximum Acceptable Outage (MAO) = 4 Hrs	Recovery Time Objective (RTO) = 2 Hrs
Peak Periods		Seasonal			
Resource Type		Business as usual	Minimum Resource Requirements Over Time		
			1-24 Hours	2-7 Days	8-14 Days
Roles and Headcount		1	1 (same person performing both other critical function)	-	-
Telephones / Mobile		1	1	-	-
Desk & Computer hardware		1	1	-	-
Special Requirements e.g. Printers		1 (Printer / Scanner)	1	-	-
Vital Records		Maps Approval Letters	Yes	-	-
Critical Equipment		PPE, Two Way Radios	Yes	-	-
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss				

	1.3 Internal capability.
(2&3) IT & Voice Communications	IT
	2.1 Await ITDRP
	2.2 Manual work around includes working hard copy plans and documentation.
	2.3 Consider another Council to access GIS.
	Voice Communications
	3.1 Phone diversions will be handled by information services utilising available infrastructure.
	3.2 Advise clients/stake holders regarding change of numbers via local media.
(4) Building / Precinct	4.1 Seniors Centre.
(5) Vital Records	5.1 Maps – Use hard copy plans
	5.2 Letters – Use old copies and retype.
(6) Suppliers	6.1 WALGA preferred supplier (Carrington's Actuos)
(7) Alternate Critical Equipment Source	7.1 Nil.

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Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Infrastructure Services	Doug Vickery	Customer Service IS Finance	Telstra Facilities Contractors Electricians Plumbers Satellite Security Cleaning - Spotless HECS CMSCoSafe Fire Service Maintenance Locks - BullAnt	Telephone system Technology 1 - Finance	Facilities Management – includes Building Maintenance, Cleaning, Fire control, Lights, Disability Act Compliance, Liaison with Events and Building Security Access
Normal Location	Recovery Location			Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood Plus Operations Centre	Henderson Recovery Site			Maximum Acceptable Outage (MAO) = 48 Hours	Recovery Time Objective (RTO) = 12 Hours Recovery Point Objective (RPO) = 24 Hours
Peak Periods	24/7 Significant Weather Events				
Resource Type	Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	5	1	+3	+1	-
Telephones / Mobile	5 Landlines 5 mobiles	1 Mobile	+3 Mobiles	+1	-
Desk & Computer hardware	4	1	+3	+1	-
Special Requirements e.g. Printers	1 Printer / Scanner	Yes	Yes	Yes	-
Vital Records	Building Plans List of contractors Security Access Codes	Yes	Yes	Yes	-

Critical Equipment	Keys Swipe card access	Yes	Yes	Yes	-
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Cover staff from within unit. 1.4 Utilise contractors if required.				
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Utilise hard copy plans of maps and prioritise by building function and importance. 2.3 Manually inspect and record information. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Utilise Mobiles. 3.4 Manually inspect by priority and report to Manager.				
(4) Building / Precinct	4.1 Senior Centre 4.2 Henderson Recovery Site				
(5) Vital Records	5.1 Manual Inspections				
(6) Suppliers	6.1 Multiple options available – no issue.				
(7) Alternate Critical Equipment Source	7.1 Keys stored in multiple sites (Administration Building and Operations Centre)				

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Infrastructure Services	Doug Vickery	Customer Service IS Finance Waste Roads Parks	Telstra Australian Fuel Distributions Satellite Security CoSafe BP	Telephone system Technology 1 – Finance Trans Host BP Online	Fuel Management – includes providing Fuel for City Vehicles and maintenance of the vehicles
Normal Location		Recovery Location		Critical Business Timings	
Operations Centre		Henderson Recovery Site		Maximum Acceptable Outage (MAO) = 10 days	Recovery Time Objective (RTO) = 12 Hours Recovery Point Objective (RPO) = 24 Hours
Peak Periods		24/7 Significant Weather Events			

Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	7 in total	2	+5	-	-
Telephones / Mobile	4 Landlines 3 mobiles	2 Mobiles	+1 Mobile	+4 landlines	-
Desk & Computer hardware	5	2	+1	+2	-
Special Requirements e.g. Printers	1 X B/W Printer 1 x Printer/Scanner	Yes	Yes	Yes	-
Vital Records	Fuel Station locations Hardcopy of 10yr plan Security access code	Yes	Yes	Yes	-
Critical Equipment	Keys Swipe card access	Yes	Yes	Yes	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Determine duration of staff loss.</p> <p>1.3 Cover staff from within unit.</p> <p>1.4 Utilise contractors if required.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Utilise hard copy plans of vital records.</p> <p>2.3 Manually inspect and record fuel information.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Utilise Mobiles.</p> <p>3.4 Manually inspect by priority and report to Manager.</p>
(4) Building / Precinct	4.1 Henderson Recovery Site
(5) Vital Records	5.1 Manual Inspections
(6) Suppliers	6.1 Multiple options available for fuel delivery to the depot, for utilizing Henderson fuel storage, and for setting up a plant & vehicle refuelling arrangement at local service station(s)
(7) Alternate Critical Equipment Source	<p>7.1 Keys stored in multiple sites (Administration Building and Operations Centre)</p> <p>7.2 Alternative power supply for depot fuel bowser and control equipment in case of power outage at Depot</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Waste Collection	Lyall Davieson	Customer Service Workshop	SMRC Community Operations Centre	Big Mate System Customer Service requests	Kerbside organic (MSW) Municipal Solid Waste
Normal Location		Recovery Location		Critical Business Timings	
Operations Centre		Henderson Waste Recovery Park		Maximum Acceptable Outage (MAO) = 3 Days Kerbside	Recovery Time Objective (RTO) = 1 Day Recovery Point Objective (RPO) = 24 Hours
Peak Periods – Peak Periods November to April					
Resource Type		Business as usual	1-24 Hours	2-7 Days	8-14 Days
Roles and Headcount		9 in total 1 Manager, 1 Supervisor, 6 Drivers & 1 Lead Hand		8 in total 1 Supervisor & 7 staff	15-30 Days
Telephones / Mobile	2 Mobiles		-	2	-
Desk & Computer hardware	1		-	1	-
Special Requirements e.g. Printers	-		-	-	-
Vital Records	Rosters Run Sheets		-	Yes	-
Critical Equipment	7 Trucks Two-Way radios (including Base unit)		-	Yes	-
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff.				

	<p>1.2 Determine duration of staff loss.</p> <p>1.3 Recycle Drivers can cover for them by priority.</p> <p>1.4 Verge collection drivers can cover by priority</p> <p>1.5 Assistance can be sought from neighbouring Council drivers</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Hard copies of runs available for driver.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Two way radios</p>
(4) Building / Precinct	<p>4.1 Henderson Waste Recovery Park.</p>
(5) Vital Records	<p>5.1 Roster – Hard copy available.</p> <p>5.2 Run Sheet – Hard Copy available.</p>
(6) Suppliers	<p>6.1 Clean Away, Greens Hire, Perth Waste</p> <p>6.2 Fuel – source from Henderson Waste Recovery, capacity for up to 30 000 litres</p> <p>6.3 BP – Fuel - Review strategy for how much fuel council has available. Reduce and prioritise the frequency of waste collection. (E.g. Residential only). Consider signing a Memorandum of Understanding (MOU).</p> <p>6.4 Seek alternate supplier and use credit cards to fill up (Temporary Increase on Credit Cards).</p> <p>6.5 Reduce other non-critical functions that require fuel.</p> <p>6.6 Review with neighbouring Council to consolidate and resources.</p>
(7) Alternate Critical Equipment Source	<p>7.1 1 spare truck available.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Waste Disposal	Lyall Davieson	Customer Service IS	Community Commercial customers & weighbridge software Building sites etc.	Weighbridge	Landfill for Domestic and Commercial
Normal Location		Recovery Location		Critical Business Timings	
Henderson Waste Recovery Park		Rockingham Armada SMRC		Maximum Acceptable Outage (MAO) = 4 days	Recovery Point Objective (RPO) = 24 Hours
Peak Periods		362 Days a Year. November to April			
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	23 6 Plant Operators 2 Truck drivers 3 Weigh Bridge Operators 12 General Hands		1 Supervisor 1 Weigh Bridge Operator 4 Plant Operators 1 General hand	+16 staff	-
Telephones / Mobile	6 Landlines 4 Mobiles	-	2 Mobiles	+6 Landlines	-
Desk & Computer hardware	5	-	-	5	-
Special Requirements e.g. Printers	Docket Printer in weighbridge & 1 Printer in office	-	-	-	-
Vital Records	Weighbridge Software & Credit Card Function	-	Yes	Yes	-
Critical Equipment	Two Way Radios Weigh Bridge 2 Hook and 1 Water cart 2 Landfill compactors 1 Truck Loader	-	Yes	Yes	-

	2 Front end loaders			
	UPS 3 Generators			
Recovery Strategy for Loss of:				
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss			
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP 2.2 Arch is an independent system outside of IT. As it is a standalone system which has had issues in the past their s room for concern. If there is a disruption estimate rough charges, manually record and retrofit into an invoice for commercial users. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Use Mobiles and or Two-Way radios.			
(4) Building / Precinct	4.1 Rockingham. 4.2 Armadale. 4.3 SMRC.			
(5) Vital Records	5.1 Manually record information for Trailer Pass, Commercial Invoices and Credit Cards			
(6) Suppliers	6.1 Fuel – Operations Centre, alternative BP using Depot fuel truck			
(7) Alternate Critical Equipment Source	7.1 No redundancy for Land Compactors except the workshop. 7.2 Other equipment can be hired in. Management to approach suppliers regarding times for replacement and consider signing a MOU to ensure supply.			

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Waste Disposal	Lyall Davieson	Henderson Waste Recovery Park Landfill Cells	Synergy	Can run computer systems from home. No CoC IT requirements	Methane Plant Maintenance	
Normal Location		Recovery Location		Critical Business Timings		
Henderson Waste Recovery Park		N/A Infrastructure is not transportable		Maximum Acceptable Outage (MAO) = 2 days	Recovery Time Objective (RTO) = 1 Day Recovery Point Objective (RPO) = 1 Day	
Peak Periods		Ongoing				
Resource Type		Business as usual	Minimum Resource Requirements Over Time			
			1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		3	1	+2	-	-
Telephones / Mobile		3	1	+2	-	-
Desk & Computer hardware		N/A	-	-	-	-
Special Requirements e.g. Printers		N/A	-	-	-	-
Vital Records		External records kept	-	Yes	Yes	Yes
Critical Equipment		3 x turbines	1	1	3	Yes
Recovery Strategy for Loss of:						
(1) Key staff		1.1 Determine availability of staff. 1.2 Determine duration of staff loss 1.3 3 staff members than can cover and rotate, however no work around if all 3 are lost.				
(2&3) IT & Voice		IT				

Communications	<p>2.1 Equipment does not rely on CoC It, and can be managed remotely</p> <p>2.2 Communication using mobiles as no landlines currently exist at the Methane plant.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p>
(4) Building / Precinct	4.1 Flaring
(5) Vital Records	5.1 N/A as this facility is managed by Waste Gas Resources
(6) Suppliers	6.1 Synergy
(7) Alternate Critical Equipment Source	7.1 Nil

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Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Parks & Environment Services	Anton Lees	IS Engineering	Contractors Earthmoving & Tree Utility Providers	Nil	Emergency Management and Response
Normal Location		Recovery Location		Critical Business Timings	
Operations Centre	Work Remotely Henderson Waste Recovery Park			Maximum Acceptable Outage (MAO) = 2 hours	Recovery Time Objective (RTO) = 1 hour Recovery Point Objective (RPO) = 1 hour
Peak Periods		Winter			
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	7 in total 1 Supervisor, 4 Officers, 2 General Hands	1 Supervisor 2 General hands	+2 General hands	-	-
Telephones / Mobile	2 Mobile	2	2	-	-
Desk & Computer hardware	1	Nil	Nil	-	-
Special Requirements e.g. Printers	Mobility	Mobility	Yes	-	-
Vital Records	Traffic Management Guidelines	Yes	Yes	-	-

Critical Equipment	3 Chainsaws, 2 Trucks, Tow Straps, (HIAB)PPE, Blowers, Traffic Management Equipment	Yes	Yes		
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss. 1.3 Rely on internal Parks and Environment staff 1.4 Use Contractors – Refer to current services contractors list				
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 No work around Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media. 3.3 Two way radios				
(4) Building / Precinct	4.1 Work in Field or use contractors 4.2. operations Center				
(5) Vital Records	5.1 Nil				
(6) Suppliers	6.1 Alternate Tree Pruning companies				
(7) Alternate Critical Equipment Source	7.1 Bunnings (hardware supplier) use Bunnings Cards, SBA use credit cards				

18. Critical Business Function Information - Finance & Corporate Services Division

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Information Services	TBA	Executive Management Team Information Services Team	Dell Communications Australia/Proglity Telstra Technology One Amcom ICT Express IPDat ESTRAT	Refer to IT Disaster Recovery Plan VMware vCenter VMWare View Veeam Backup and Replication Dell server and storage administration tools Enterasys networking administration tools	Information and Technology provider for the City of Cockburn in the restoration of applications, management of the Helpdesk and Recovery site
Normal Location		Recovery Location		Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Center & Disaster Recovery Site Depot - 54-57 Wellard Street, Bibra Lake		Maximum Acceptable Outage (MAO) = 4 Hour	Recovery Point Objective (RPO) = 24 Hours (meaning the recovered data will be from the previous backup which is the night before)
				Recovery Time Objective (RTO) = 30 Minutes for Webmail and Active Sync based email via 3G 7 other externally internet connected devices = 2 hours for Desktop connectivity for approximately 70 Staff for the following services: Internet access, Outlook email, printing and H and S drives = 24 hours for business critical applications such as Techone = 72 hours for general applications. Telephony is not	

					currently recoverable.	
Peak Periods	Support Monday to Sunday and normal office hours 7am-5pm.					
Resource Type	Business as usual	Minimum Resource Requirements Over Time				
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days	
Roles and Headcount	Total – 25 (IT Services (6) Business Systems (7) Records (7) GIS (4) Management (1)	IT Services (6) Business Systems (4) Records (1) GIS (2) Management (1)	+ Business Systems (3) + Records (6) + GIS (2)	-	-	
Telephones / Mobile	25 Landlines 6 Mobiles	7 Mobiles			-	
Desk & Computer hardware	25 Desktops 1 Tablet	4 Desktops			-	
Special Requirements e.g. Printers	1 Printer / Scanner	-	-	-	-	
Vital Records	Information & Technology Disaster Recovery Plan (ITDRP) Maps of Servers, architecture and locations, fibre etc.	Information & Technology Disaster Recovery Plan (ITDRP)	Yes	-	-	
Critical Equipment	Disaster Recover Site	Disaster Recover Site	Yes	-	-	
IT Applications and Drives	IS File System Data	Replicated IS data at the Disaster Recover Site	Yes	-	-	
Recovery Strategy for Loss of:						
(1) Key staff	1.1 Determine availability of staff. 1.2 2-3 staff is multi-skilled and has a skill set that can be used across the Team. 1.3 Key staff include; Information Services Manager, ICT Manager, Business Systems Manager, Records Manager, GIS Manager, Network Systems					

	<p>Administrator, Business Systems Analysts, IT Support Analysts, Database Administrator, GIS Officers, Records Officers.</p> <p>1.4 Business Systems have sufficient staff to be able to cover their own internal functions.</p> <p>1.5 Cockburn have a strong relationship with other IT providers and are able to request assistance if needed. Contact are; Technology One, Communications Australia: Dell: Amcom: ICT Express: IPDat: and Telstra:</p>
	<p>IT</p> <p>2.1 Enact ITDRP.</p> <p>Voice Communications</p> <p>3.1 If a disruption to phone, diversions will be handled by after hour's provider utilising available infrastructure.</p> <p>3.2 Phones then diverted to mobiles. (IT to develop a list for the easy upload of critical mobiles).</p> <p>3.3 Internal staff to be advised.</p> <p>3.2 Staff to advise key clients/stake holders regarding change of numbers.</p> <p>3.3 Use local media if required and the delay to be significant.</p>
(4) Building / Precinct	<p>4.1 Seniors Centre & Enact the ITDRP and the Disaster Recovery Site. Time to get there is 10 minutes.</p>
(5) Vital Records	<p>5.1 Hard copies available in Disaster Recovery Site.</p>
(6) Suppliers	<p>6.1 Dell if lost then ICT Express.</p> <p>6.2 Technology One if lost then Grant Williams (0478 037 207).</p> <p>6.3 Communications Australia if lost then Amcom.</p> <p>6.4 Amcom if lost then Communications Australia</p> <p>6.5 ICT Express if lost then IPDat.</p> <p>6.6 IPDat if lost then ICT Express.</p> <p>6.7 Telstra if lost the Amcom.</p>
(7) Alternate Critical Equipment Source	<p>7.1 Disaster Recover Site.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Financial Services	Nelson Mauricio	Customer Service (collection) Finance Information Services	NAB Community Rate Payers Tech 1 - Property Fines and Enforcement Industry Zip Form	Tech 1 Property ECM Internet Microsoft Fines enforcements registry VM Ware	Rating and Revenue collection, banking, rating transaction, "Infringements processing and Pensioner Rebates etc."
Normal Location		Recovery Location			Critical Business Timings
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Centre			Maximum Acceptable Outage (MAO) = 5 Days Recovery Time Objective (RTO) = 2 Days Recovery Point Objective (RPO) = 2 Days
Peak Periods		July to August.			
Resource Type	Business as usual		Minimum Resource Requirements Over Time		
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	11 (in total) 4 Revenue 6 Ratings 1 Manager	-	1 Manager 1 Revenues 1 Rates	+1 Revenue +1 Rates	+1 Revenue +1 Rates
Telephones / Mobile	11 Landlines 1 Mobile	-	3	+1	+2
Desk & Computer hardware	11 Desktops	-	3	+1	+2
Special Requirements e.g. Printers	1 Printer / Scanner	-	1 Printer / Scanner	Yes	Yes
Vital Records	Rates Infringements notices, ECM	-	Yes	Yes	Yes
Critical Equipment	Nil	-	-	-	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff.</p> <p>1.2 Determine duration of staff loss</p> <p>1.3 Currently there is internal capability from Finance (preferred positions are Rates)</p> <p>1.4 Procedures are documented to assist staff if they are required.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 No Manual work-around.</p> <p>2.3 If total data is lost 24 Hours of transactions will be lost.</p> <p>2.4 IPHONE can have the ability to complete and check banking.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers.</p> <p>3.3 Media to issue a press release informing of potential delays.</p> <p>3.4 Use personal mobiles and reimburse staff following disruption.</p>
(4) Building / Precinct	<p>4.1 Seniors Centre</p>
(5) Vital Records	<p>5.1 Rates and Infringements notices. These are reliant on Tech1 ECM and currently there are no manual workarounds.</p>
(6) Suppliers	<p>6.1 Tech1 will still run-even if Tech1 are no longer able to provide support. This can continue until a new provider can be sourced. A number of additional suppliers are available.</p> <p>6.2 Zip Form – other suppliers are available</p>
(7) Alternate Critical Equipment Source	<p>7.1 Nil.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Financial Services	Nelson Mauricio	Finance Whole of council who require procurement services IS	WA Local Government Association Contractors Suppliers State Government Procurement	Tech 1 – CES Tender link E-Quotes VM Ware Ads Plus	Procurement e.g. contacts, suppliers the process of procurement, contract management.	
Normal Location		Recovery Location		Critical Business Timings		
City of Cockburn 9 Coleville Crescent, Spearwood		Work from Home		Maximum Acceptable Outage (MAO) = 5 Days	Recovery Time Objective (RTO) = 2 Days	
Peak Periods		Monday to Friday (June – August)				
Resource Type	Business as usual		Minimum Resource Requirements Over Time			
			1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	6 Total 1 Manager 5 staff		1 Manager	+1(Purchasing)	+1(Contracts)	+1(Admin)
Telephones / Mobile	6 Landlines 1 Mobile		1	+1	+1	+1
Desk & Computer hardware	6		1	+1	+1	+1
Special Requirements e.g. Printers	1 Printer / Scanner		-	Yes	Yes	Yes
Vital Records	Contracts Quotations (Tenders) Suppliers Required Registers		Yes	Yes	Yes	Yes
Critical Equipment	Nil		-	-	-	-

Recovery Strategy for Loss of:

(1) Key staff	<p>1.1 Determine availability of staff. Business Unit is well resourced.</p> <p>1.2 Determine duration of staff loss.</p> <p>1.3 External Contractors to complete work</p> <p>1.4 If internal staff are unavailable support from Western Australia Local Government Association.</p>
(2&3) IT & Voice Communications	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Documented procedures in hard copy available. And online.</p> <p>2.3 Contracts</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers.</p>
(4) Building / Precinct	<p>4.1 Work from Home</p>
(5) Vital Records	<p>5.1 Contracts, if unavailable seek from client until IT can be restored.</p> <p>5.2 Quotations/ Tender Documentation, Required register (Purchasing, Tender, Contract, Courier), if unavailable seek from contactors and resubmit until IT restored.</p> <p>5.3 Contact list, maintain manual or electronic version offsite</p>
(6) Suppliers	<p>6.1 If a loss of supplier occurs, look for duty exempt suppliers</p>
(7) Alternate Critical Equipment Source	<p>7.1 Nil.</p>

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Financial Services	Nelson Mauricio	All areas of council especially 50 Credit Card holders 30 Petty Cash Floats currently in council Community Services Events Operations in an emergency Executive Management Team	Commonwealth Bank National Australia Bank Courier Service Armguard	Internet Tech1 System CES Notes	Credit Cards (50) and Petty Cash for expenses.
Normal Location	Recovery Location		Critical Business Timings		
Various locations City of Cockburn 9 Coleville Crescent, Spearwood	Seniors Centre		Maximum Acceptable Outage (MAO) = 7 Days	Recovery Time Objective (RTO) = 1 Day	Recovery Point Objective (RPO) = 24 Hours
Peak Periods	Monday to Friday				
Resource Type	Business as usual	Minimum Resource Requirements Over Time			
		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	1	-	1		-
Telephones / Mobile	1 Land lines	-	1		-
Desk & Computer hardware	1	-	1	-	-
Special Requirements e.g. Printers	1 Printer / Scanner	-	1	-	-
Vital Records	List of credit card holders List of petty cash holders (reviewed every 12 months)	-	Yes	-	-

Critical Equipment	Tokens, Cash, & Safe	Yes	-
Recovery Strategy for Loss of:			
(1) Key staff	1.1 Determine availability of staff. Internally 3 staff can cover for each other. (Amy, Kaylee & Olivia). 1.2 Determine duration of staff loss. 1.3 Manager Finance can also provide coverage. 1.4 Accounting Services Coordinator can provide coverage		
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Manual and documented procedures for petty cash and credit cards should the disruption be prolonged. 2.3 Manually receipt and balance in Tech1 when IT resumes. 2.4 Petty cash balance is \$2,500. 2.5 Manager Finance has application on iPhone to be able to manage and transfer funds by phone. Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Utilise Mobile. 3.3 Advise staff to email directly.		
(4) Building / Precinct	4.1 Seniors Centre		
(5) Vital Records	5.1 Complete manual hand keeping records and enter data at a later stage. 5.2 Complete a reconciliation from Bank statements etc.		
(6) Suppliers	6.1 Nil.		
(7) Alternate Critical Equipment Source	7.1 Nil.		

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function
Financial Services	Nelson Mauricio	Systems Manager Finance IS	National Australia Bank	Internet Tech 1 Accelerate IT (Kofax)	Accounts Payable (Family Day Carers and Suppliers).
Normal Location		Recovery Location		Critical Business Timings	
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Centre		Maximum Acceptable Outage (MAO) = 10 Days	Recovery Time Objective (RTO) = 2 Days
Peak Periods		Fortnightly pay period, End of the Month		Recovery Point Objective (RPO) = 10 Days	
Resource Type	Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount	4 Fulltime 1 Manager	-	1	+ 1 Manager +1 fulltime	-
Telephones / Mobile	5	-	1	+2	-
Desk & Computer hardware	5	-	1	+2	-
Special Requirements e.g. Printers	1 Printer / Scanner	-	1	Yes	-
Vital Records	Creditors List Supplier Details	-	Yes	Yes	-
Critical Equipment	Tokens, & Cheque Stationery	-	Yes	Yes	-
Recovery Strategy for Loss of:					
(1) Key staff	1.1 Determine availability of staff. Internally 3 staff can cover for each other. (Amy, Kylee & Olivia). 1.2 Determine duration of staff loss.				

	1.3 Manager Finance can also provide coverage.
	<p>IT</p> <p>2.1 Await ITDRP.</p> <p>2.2 Manual and documented procedures.</p> <p>2.3 Can run payment runs directly by EFT – from another location. (Family Day Carers a priority). Refer to Family Day Carers specific recovery options – (Page ?)</p> <p>2.4 Can write cheques and submit directly. (Family Day Carers).</p> <p>2.5 Dependant on the day of disruption, pay by priority e.g. ATO, elected members, suppliers.</p> <p>2.6 Can be paid by iPhone if critical.</p> <p>Voice Communications</p> <p>3.1 Phone diversions will be handled by information services utilising available infrastructure.</p> <p>3.2 Advise clients/stake holders regarding change of numbers via local media.</p> <p>3.3 Use mobiles.</p>
(2&3) IT & Voice Communications	
(4) Building / Precinct	4.1 Seniors Centre
(5) Vital Records	5.1 No Hard copy records available – await IT to be restored
(6) Suppliers	6.1 Nil
(7) Alternate Critical Equipment Source	7.1 Nil

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function		
Human Resources	Cliff McKinley / Steve Smith	Whole organisation Health and Safety Coordinator IS	Local Government Insurance Scheme Worksafe Office of Energy Services	Tech 1 HRP	Worksafe & LGIS Notification		
Normal Location		Recovery Location			Critical Business Timings		
City of Cockburn 9 Coleville Crescent, Spearwood		Work from Home			Maximum Acceptable Outage (MAO) = 7 Days Recovery Time Objective (RTO) = 1 Day Recovery Point Objective (RPO) = 5 Days		
Peak Periods							
Any Council hours of operation.							
Resource Type		Minimum Resource Requirements Over Time					
		Business as usual		1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		1 Fulltime 1 Part-time		1	+1 (PT)	-	-
Telephones / Mobile		2 Landlines 1 Mobile		1 Mobile	+1 Landlines	-	-
Desk & Computer hardware		2		1	+1	-	-
Special Requirements e.g. Printers		1 Printer / Scanner		-	Yes	-	-
Vital Records		Employee Records Insurance Claim Form Incident forms		Yes	-	-	-

Critical Equipment	PPE Equipment	Yes	-	-
Recovery Strategy for Loss of:				
(1) Key staff	1.1 Determine availability of staff – Currently Part timer may be an option. 1.2 Determine duration of staff loss. 1.3 Seek support from neighbouring Council – Melville. 1.4 Seek support from LGIS.			
(2&3) IT & Voice Communications	IT 2.5 Await ITDRP. 2.6 Utilise hard copy records Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Advise clients/stake holders regarding change of numbers via local media.			
(4) Building / Precinct	4.1 Work from Home 4.2 Seniors Centre or neighbouring council.			
(5) Vital Records	5.1 Employee Records – await ITDRP, record information and enter at a later stage. 5.2 Insurance Claim Form – hard copy forms available & electronically available. 5.3 Incident forms – hard copy forms available.			
(6) Suppliers	6.1 LGIS			
(7) Alternate Critical Equipment Source	7.1 PPE – plenty of supplies available.			

Business Unit	Manager	Internal Dependencies	External Dependencies	Required IT Applications (other than Microsoft Office)	Critical Business Function	
Human Resources	Cliff McKinley	Finance IS	National Australia Bank	Tech One - HRP NAB Connect	Payroll	
Normal Location		Recovery Location		Critical Business Timings		
City of Cockburn 9 Coleville Crescent, Spearwood		Seniors Centre		Maximum Acceptable Outage (MAO) = 4 Hours (worst time)	Recovery Time Objective (RTO) = 1 Hour Recovery Point Objective (RPO) = 3 Hour	
Peak Periods		Fortnightly Tuesday / Wednesday				
Resource Type		Minimum Resource Requirements Over Time				
		Business as usual	1-24 Hours	2-7 Days	8-14 Days	15-30 Days
Roles and Headcount		4 Full Time: 2 Payroll, 2 Finance	1 Payroll 2 Finance	+ 1 Payroll		-
Telephones / Mobile		2 Land Lines	1	+1		-
Desk & Computer hardware		4	1	+1	-	-
Special Requirements e.g. Printers		1	1	-	-	-
Vital Records		Employee Records Last pay details	Yes	Yes	-	-
Critical Equipment		EFT Wi-Fi Dongles (4) Directors Dongles Stuart and Don (1) Nelson, Sinta	Yes	Yes	-	-
Recovery Strategy for Loss of:						

(1) Key staff	1.1 Determine availability of staff. 1.2 Determine duration of staff loss 1.3 Seek support from Finance. 1.4 Management to ensure procedure to payroll is up to date.
(2&3) IT & Voice Communications	IT 2.1 Await ITDRP. 2.2 Follow Process Procedure (BCP Payroll Contingency Plan) Voice Communications 3.1 Phone diversions will be handled by information services utilising available infrastructure. 3.2 Utilise mobiles. 3.3 Contact Managers via email and advice of loss of phones and provide an update on Payroll.
(4) Building / Precinct	4.1) Seniors Centre
(5) Vital Records	5.1 Employee Records 5.2 Refer to BCP Payroll Contingency Plan
(6) Suppliers	6.1 NAB
(7) Alternate Critical Equipment Source	7.1 Lose of Dongle – Identity verification through Bank required to log online.

Appendix 1 - Responsibilities and Roles

Chief Executive Officer – Team Leader

The Chief Executive Officer (CEO) is the responsible officer for business continuity. Responsibilities include:

Preparation

- Ensure members of the team are adequately trained; and,
- Ensure recovery procedures, resources and facilities are readily available.
- Review and maintain Plan as required by the Business Continuity Framework.

Response

- Where applicable, receiving notification from a member of the Business Continuity Management Team of the event.
- Ensuring employees' safety at all times.
- Notifying, leading and updating the Business Continuity Team.
- Activate the relevant section, response and recovery of the Business Continuity Plan.
- Hand over to alternate if required.
- Determine suitable alternatives to assist with the ongoing response e.g. may co-opt other members of the business or other suitable qualified external providers.

Recovery

- Official stand down of the City of Cockburn Continuity Plan (BCP).
- Ensure a post-event review, debrief and recommendations following return to normal business operations, or engages other suitable qualified external providers to conduct a post event Business Continuity Review.

Director Finance & Corporate Services

- **Activate** the BCP in conjunction with the CEO.
- Refer to Corporate Services critical business function/s, resources and recovery strategies.
- Advise all managers in their Department of the business continuity event, and how that will impact their operations. If necessary, ask them to contact staff to advise them when and where to attend work.
- Ensure that identified critical business functions within Corporate Services are restored to a minimal level as a first priority and support those departments in restoration of their respective services.
- Management of Financial Services (responsible for purchasing/asset procurement) and the relevant departments request of Council.
- Provide support to staff impacted (e.g. Employee Assistance Program).
- Accounting for all business resumption expenditure and providing regular financial updates.
- Maintaining information and report on costs.
- Ensure all staff records are up to date and available.

- Consider Insurance implications and liaison with insurers.
- Consider any legal issues and seek appropriate advice as required.
- Liaise with councils Information Services & Rates Property Manager, IS Manager and any additional requirements.

Post Event

- Ensure a post-incident review, debrief and recommendations following return to normal business operations.

Director Engineering & Works Services

- **Activate** the BCP in conjunction with the CEO.
- Oversee the Operations Department, including Works, Infrastructure, Roads, Engineering, and Parks and Environment.
- Refer to Engineering & Works Services critical business function/s, resources and recovery strategies.
- Advise all managers in their Division of the business continuity event, and how that will impact their operations. If necessary, ask them to contact staff to advise them when and where to attend work as required.
- Ensure that identified critical business functions within Operations are restored to a minimal level, by priority and support those departments in restoration of their respective services.
- Continue to refer to the Municipal Emergency Management Plan (MEMP) as required if the event affects large proportions of the Community e.g. flood.

Post Event

- Ensure a post-incident review, debrief and recommendations following return to normal business operations.

Director Governance and Community Services

- **Activate** the BCP in conjunction with the CEO.
- Advise all managers in their Division of the business continuity event, and how that will impact their operations. If necessary, ask them to contact staff to advise them when and where to attend work.
- Ensure that identified critical business functions within Governance and Community Services are restored to a minimal level as a first priority and support those business units in restoration of their respective services.
- Manage the communications process for all stakeholders – internal and external.
- In a significant crisis e.g. Fires / Floods, manage the Emergency Response on behalf of City of Cockburn and the teams are resourced appropriately. Reflect on Governance and Community Services critical business functions to ensure these can be resumed and maintained effectively.
- Co-ordinate the assessment, salvage, and restoration of Community services' functions and to minimise the effect of the disaster on Council operations; and
- Identify *alternate* representative for Community Services – ensure they can be briefed as required.

Post Event

- Ensure a post-incident review, debrief and recommendations following return to normal business operations.

Director Planning & Development

- **Activate** the BCP in conjunction with the CEO.
- Refer to Planning & Economic critical business function/s, resources and recovery strategies.
- Be responsible for validating all decisions concerning any damaged buildings. This includes securing sites, safety, and access control to the site.
- Advise all managers in their Division of the business continuity event, and how that will impact their operations. If necessary, ask them to contact staff to advise them when and where to attend work.
- Ensure that identified critical business functions within Planning & Development are restored to a minimal level as a first priority and support those business units in restoration of their respective services.
- Co-ordinate the assessment, salvage, and restoration of Planning & Development functions and to minimise the effect of the disaster on Council operations.
- Organise all contractual services (carpentry, electrical, electrical, plumbing, and others as needed) for all temporary premises.
- Provide support for council with critical services e.g. animal management, building services, local laws, municipal building maintenance, traffic management; and
- Identify *alternate* representative for Planning & Economic – ensure they can be briefed as required.

Post Event

- Ensure a post-incident review, debrief and recommendations following return to normal business operations.

BCP Internal Crisis Support Team

Pre event

- Develop and maintain specific division crisis procedures and plans
- Participate in the review of specific division business impact analysis
- Participate in the BCP training and testing

During Event

- Assist with Disaster Impact levels Assessments & determine recovery requirements and timeframes
- Liaise with BCP Crisis Management team and relay information to front line operational managers

-
- Review the scope of the event, noting areas affected, probable duration, location to resume operations, numbers of users involved, plan for recovery, staff requirements and staff availability

Post Event

- Participate in any formal Business Continuity review.

Business Continuity Coordinator

Pre Event

- Supports the CEO.
- Ensures the Business Continuity Plan is accessible for team members.
- Pre event co-ordination of BCP, training, testing and function plans with relevant owners.
- Co-ordinate and set up of the Primary or Secondary Business Continuity Centre.

During Event

- Assemble the BCP team for the Chief Executive Officer.
- The Coordinator assists the Log Keeper to ensure key information and events are properly logged.
- Source and allocate the resources in conjunction with members of the Business Continuity Team.
- Making arrangements for all BCP team meetings.
- Provide general administrative support.

Post Event

- Participate in post Business Continuity Plan review, debrief and recommendations following return to normal business operations.
- Prepare post Business Continuity Plan reports.
- Collate and provide information to form part of any corporate use e.g. Insurance Claim.

Business Continuity Log Keeper

Pre event

- Supports the CEO.
- Ensures the current BCP is available for the Business Continuity Team.

During Event

- The Log Keeper ensures key information and events are properly logged
- Source and allocate the IT, Telephony and Desk resources in conjunction with the Manager of IS and the and Property Management; and,

-
- Collates and updating of all Team Member Log sheets.

Post Event

- Participate in post-event Business Continuity Plan review, debrief and recommendations following return to normal business operations.
- Assist to prepare post-event Business Continuity Plan reports; and,
- Collate and provide information to form part of any corporate use e.g. Insurance Claim.

DRAFT

Appendix 2 - Contacts

City of Cockburn Executive Team	Name	Mobile	Email
CEO/ Business Continuity Leader	Stephen Cain	0418 515 889	scaain@cockburn.wa.gov.au
Governance & Community Services Director	Don Green	0409 109 844	don@cockburn.wa.gov.au
Planning & Development Director	Daniel Arndt	0438 998 810	darndt@cockburn.wa.gov.au
Engineering & Works Services Director	Charles Sullivan	0437411498	ssullivan@cockburn.wa.gov.au
Finance & Corporate Services	Stuart Downing	0437 411 498	sdowning@cockburn.wa.gov.au
City of Cockburn Services	Name	Mobile	Email
IS Help Desk after hours	Support Officer: Mon to Fri: 7am - 8am & 5pm - 9pm. Sat/Sun & Public Holidays: 7am - 7pm TBC	1300 733 101	helpdesk@insightccs.com.au
Governance & Community Services			
Manager, Community Development	Gail Bowman	9411 3667 / 0419 946 450	gbowman@cockburn.wa.gov.au
Cockburn Community Care Manager	Paul Hogan	9314 6363 / 0428 101 643	phogan@cockburn.wa.gov.au
Childcare Services Manager	Sandra Taylor	9411 3303 / 0417 171 392	staylor@cockburn.wa.gov.au
Manager, Corporate Communications	Sam Seymour-Eyles	9411 3605 / 0429 556 083	Seymour@cockburn.wa.gov.au
Manager, Recreation & Community Services	Rob Avarad	9411 3430 / 0417 979 449	rob@cockburn.wa.gov.au
Planning & Development Division			
Manager, Environmental Health	Nick Jones	9411 3443 / 0417 955 830	njones@cockburn.wa.gov.au

Services				
Manager, Strategic Planning Services	Andrew Trosic		0409038429/ 9411 3675	atrosic@cockburn.wa.gov.au
Manager, Statutory Planning	Andrew Lefort		9411 3624/ 94113624	alefort@cockburn.wa.gov.au
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Councillor		Steven Portelli	0409 661 464	Term Ends : Oct 2019
Councillor		Lee-Anne Smith	0423 047 716	Term Ends : Oct 2017
Councillor		Chamonix Terblanche	0404 696 306	Term Ends : Oct 2019
Councillor		Kevin Allen	0419 901 735	Term Ends : Oct 2017
Councillor		Lyndsey Wetton	0430 145 543	Term Ends : Oct 2017
Councillor		Stephen Pratt	0400 575 007	Term Ends : Oct 2019
Councillor		Philip Eva JP	0410 274 000	Term Ends : Oct 2017
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State Ombudsman		08 9220 7555	
State Administrative Tribunal WA		08 9219 3111	
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City of Cockburn
2015/16 rates setting
process - Internal
Audit: Phase Two
(2016/17 considerations)

November 2015

Mr Stephen Cain
Chief Executive Officer
City of Cockburn
9 Coleville Crescent
SPEARWOOD WA 6163

11 November 2015

Dear Stephen

Re: 2015/16 Rates Setting Internal Audit: Phase Two (2016/17 considerations)

We have completed the second component of the 2015/16 Rates Setting Internal Audit (comprising scope item 7) and are pleased to submit our report to you.

If you have any questions or wish to discuss anything raised in the report, please contact Andrew Baldwin on 9365 7236 or me on 9365 7024.

Yours sincerely



Richard Thomas
Partner
Deloitte Touche Tohmatsu

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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.

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1. Executive summary

Introduction, purpose and scope

This report addresses the second phase of the assessment of the City of Cockburn's (**the City**) rate setting process for the 2015/16 budget with a focus on the implementation of the strategy to incorporate compulsory waste service (**waste**) and CoSafe security (**CoSafe**) charges into the general rate in the dollar for residential improved properties (**the incorporation rate setting strategy**).

The report addresses the following matters to be considered by the City in developing its future rates setting process:

- Modelling and impact analysis within the 2016/17 rates setting process
- Scenario 1: Continued incorporation strategy, either with or without a concession
- Scenario 2: Separate waste and CoSafe charges i.e. the reversal of incorporation.

Further detail on the purpose and scope of this assessment is provided at Section 2 of this report below.

Decision on rating approach

We recommend that the City make a decision as soon as possible on which approach (scenario 1 or 2) will be applied to its 2016/17 rates setting process. In making this decision, the City should consider the:

- Advantages and disadvantages of each approach as described in this report
- Longer term benefits of a consistent rates setting approach.

Scenario 1: Continued incorporation strategy

The incorporation strategy means the entire rates charge (including waste and CoSafe) for residential improved properties is based on applying a single rate in the dollar (**RID**) charge to the Gross Rental Value (**GRV**) amount for each property. The primary motivation for adopting the incorporation strategy was to allow pensioners to claim the state rebate on their entire rates charge. The main complexity in the continued incorporation strategy lies in the City's application of a concession, which will enable the City to cap rates increases in a more equitable manner.

The impacts of not applying a concession include:

- The modelling process would be simplified
- A group of ratepayers with higher than average GRV properties will be disadvantaged in a similar way to (but not to the same extent as) ratepayers who were initially disadvantaged in the incorporated 2015/16 rates charges, prior to the provision of a concession
- The City may face reputational risk and would need to clearly communicate with disadvantaged ratepayers.

The impacts of continuing to apply a concession include:

- The modelling process will be complex
- The actual percentage increase in rates will not be the same for all ratepayers, effectively requiring a maximum increase to be determined, as well as the average increase required to generate the required total rates revenue
- If the City continues to increase total rates revenue, over time the number of properties eligible for a concession and the size of the concession are expected to decrease
- Owing to the complexity in balancing the RID required to generate total rates revenue, the level of concessions and the ultimate percentage rates increase, approximately 12,000 ratepayers may receive slightly higher rates charges than if a concession is not provided.

Extending incorporated charges to non-residential improved properties

For non-residential improved properties, the CoSafe charge is currently incorporated into the rates charge but the waste charge is fixed. As with the residential improved properties, the non-residential improved properties with higher GRVs are most impacted by a full incorporation approach. Without a concession, the resulting impact on non-residential improved properties with the highest GRV would be substantial (the GRV for these properties ranges from \$3k to \$17M).

Scenario 2: Separate waste and CoSafe charges i.e. reversal of incorporation

The key impacts of the potential choice by the City to separate waste and/or CoSafe charges for residential improved properties are:

- Those rate payers who had a relative advantage (some of whom received a decrease) in 2015/16 are likely to be relatively disadvantaged
- Pensioners could no longer claim a rebate on the waste and CoSafe charges
- Properties with higher GRV values are likely to receive rates increases similar to the advertised increases since 2014/15 (i.e. no relative advantage or disadvantage).

Internal audit point of view

- The principal advantages of incorporation are the:
 - Benefit to pensioners (for residential improved properties)
 - Treatment of waste as a service no different from others and
 - Simplified rates structure
- In the City's current circumstances, the advantages of incorporation for residential improved properties appear to outweigh the disadvantages
- If the City is to be consistent with its strategy for the 2015/16 year, it should continue to apply a concession to ensure that ratepayers of properties with a higher GRV do not feel the full impact of the incorporation strategy
- The mechanisms available to the City for assisting to cover the cost of concessions include:
 - Setting a higher maximum percentage rates increase than the average increase
 - Raising the minimum rate by a higher percentage than the general rate increase (whilst remaining within legal parameters)
- The City should undertake detailed modelling and impact analyses (refer to section 2.6 of this report for further detail) on its proposed rates charges to:
 - Identify properties that will be comparatively advantaged or disadvantaged by the incorporation approach
 - Determine the basis for concessions
 - Ensure that the resulting rates charges are aligned with the City's advertised position, as outlined in the Objects and Reasons statement
- The modelling and impact analyses should be subject to independent review prior to presentation to Council.

2. Detailed results

2.1 Introduction

In August 2015, Deloitte was assigned to undertake an assessment of the City of Cockburn's (**the City**) rate setting process for the 2015/16 budget with a focus on the implementation of the strategy to incorporate compulsory waste service (**waste**) and CoSafe security (**CoSafe**) charges into the general rate in the dollar for residential improved properties (**the incorporation rate setting strategy**). A two-phased approach was applied to this assessment, being:

- Phase One: Addressing scope items 1 to 6 - completed with the provision of a report dated 9 September 2015
- Phase Two: Addressing scope item 7 (issues to be considered by Council for the 2016/17 budget) - the focus of this report.

2.2 Purpose and scope

The internal audit assessed and considered:

Phase One: Addressed in our 9 September 2015 report

1. The City's rate modelling undertaken for the 2015/16 budget in order to determine the overall revenue requirements from rates, given:
 - The incorporation of compulsory waste service and CoSafe security charges into the general rate in the dollar (**RID**) for residential improved properties
 - The intention to impose an average increase of 3.5% on non-minimum rated residential improved properties and up to 5.66% on minimum rated properties.
2. Whether and to what extent those improved residential properties with multiple grouped dwellings and compulsory waste services have been cross subsidised by those properties with single waste services.
3. The distribution of net benefit from the 'incorporation' rate setting strategy across all residential improved properties (including to pensioners).
4. The capability of the City to model various rating strategies to ensure legislative compliance and to properly inform decision making.
5. The adequacy of the rating model used for the 2014/15 budget in supporting Council's rating strategy and delivering the adopted average rate increase.
6. The basis and equity of the rates concession model being proposed to compensate above average Gross Rental Value (**GRV**) improved residential properties in 2015/16.

Phase Two: Addressed in this report

7. The rating issues that need to be considered by Council for the 2016/17 budget, given the 'incorporation' strategy implemented in 2015/16. The following issues were specifically considered:

If Council continues with incorporated waste & CoSafe charges in the RID for residential improved properties:

- The basis of concessions, if any, to be built into the rates setting process
- Calculation of a comparable RID to fund any concession (considering the 2015/16 concession drew on the funds available from the known overcharge of rates revenue)

- The impact on pensioners from the potential change in the State Government rebate scheme (potential rebate cap)
- The impact on other rates setting decisions (e.g. minimum rates)
- Issues to consider if extending incorporated charges to non-residential improved properties
- Modelling requirements to inform Council deliberations
- Appropriateness of the methodology to be used to determine total rates revenue requirement each year (i.e. accurate year on year comparisons with proposed uplift).

If Council reverts to having separately levied waste & CoSafe charges for residential improved properties (no concession requirement):

- The impact on ratepayers who received a comparative advantage from incorporation (compared to 2014/15 rates), those that received a concession in 2015/16 and pensioners
- The impact on other rates setting decisions (e.g. minimum rates)
- Modelling requirements to inform Council deliberations
- Appropriateness of the methodology to be used to determine total rates revenue requirement each year (i.e. accurate year on year comparisons with proposed uplift).

Our Services provided are advisory in nature and were not 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 or will be expressed.

2.3 Approach

The following approach was applied to this assignment. We:

- Understood the objectives of the incorporation rate setting strategy applied in the 2015/16 budget and the concession applied (this work was carried out in Phase One)
- Through discussion with the Director Governance & Community Services, Director Finance & Corporate Services and Manager Financial Services, understood the options available to the City for each of the two scenarios described at scope item 7 above, relating to the 2016/17 rate setting process
- Considered the complexities associated with those options
- Considered the impact on the City's 2016/17 Objects and Reasons statement
- Presented a draft report to management, outlining our observations and point of view
- Held a meeting with the Director Governance & Community Services, Director Finance & Corporate Services and Manager Financial Services to discuss the results of our work
- Obtained management input and comment
- Presented a final report for presentation to Elected Members for consideration.

2.4 Background

- The City's 2015/16 rates setting process for residential improved properties involved the calculation of the RID required to yield sufficient funds to recover all costs associated with servicing those properties. For the first time, compulsory waste service and CoSafe security charges were included in the overall calculation of those costs
- The incorporation rates setting strategy was designed to bring the fixed waste and CoSafe charges in line with the treatment of other service costs, effectively providing for residential improved properties with higher GRVs to pay a higher proportion of the rates required to recover those

costs compared with properties with lower GRVs. One of the City's objectives in taking this approach was to enable pensioners to be eligible for a rebate on the entire rates charge, whereas without the incorporation, pensioners could not claim a rebate for the fixed waste and CoSafe components of the rates charge

- In isolation, the incorporation rates setting strategy resulted in groups of ratepayers being relatively advantaged and disadvantaged by the change. At the time of setting 2015/16 rates, modelling of the individual impact on ratepayers was not performed to determine whether the adopted budget and rates aligned with the City's Objects and Reasons Statement, or to understand the impact on individual rate payers
- An unrelated error was made in overstating the calculation of waste charges to be recovered through residential improved properties, resulting in an ~\$1.333M overcharge to ratepayers of residential improved properties, compared to the total charge that matches the 2015/16 Objects and Reasons statement. The City has returned that ~\$1.333M overcharge to the most adversely impacted ratepayers through a concession (i.e. a refund) for the 2015/16 rates year
- The concession was given only to residential improved properties requiring one waste service and where the concession met eligibility (\$25) and materiality (\$5) thresholds applied by the City. The ultimate disadvantage to properties requiring one waste service was therefore between \$1 and \$29 per property, being the sum of the eligibility and materiality thresholds.

2.5 Results

This section of our report:

- Outlines our understanding of the purpose of modelling the impact of rates movements within the rates setting process
- Details the options available to the City for the 2016/17 year, the complexities of each option and the associated steps in modelling the rates and carrying out an impact analysis.

A. The City's approach to and modelling of the 2016/17 rates setting process

Observations

For the 2016/17 budget, the City proposes to provide three budget briefings to Elected Members, namely:

1. A Capital Expenditure briefing: To address the City's proposed capital improvements to be delivered in the upcoming budget year, and their associated costs
2. An Operational Expenditure briefing: To address the expected operational costs of providing Council services in the upcoming budget year
3. A Rates Setting briefing: This briefing is proposed to be provided to Elected Members for the first time, to address the basis and process for ensuring the rates revenue to be collected for the upcoming budget year will cover the expected capital and operational expenditure, and are fair to ratepayers.

In preparation for the Rates Setting briefing, the City proposes to model the impact of proposed rates movements, including options for applying the following levers for residential improved properties:

- (a) Adjusting the RID
- (b) Adjusting minimum rates
- (c) Setting a maximum percentage rate increase as well as an average percentage increase
- (d) The extent of concessions to be provided (in the event of the incorporation approach continuing), including any materiality thresholds.

The key decision to be made prior to beginning the modelling process is whether the waste and CoSafe charges should be incorporated in the 2016/17 rates. The detailed modelling and impact analysis can then be based on the chosen approach.

The City plans to subject the detailed modelling and impact analysis to independent review.

Internal Audit point of view

- There are two main benefits to scheduling a Rates Setting briefing after the Capital Expenditure and Operational Expenditure briefings, namely:
 - A greater understanding of costs, and therefore the revenue required to meet those costs, will lead to a more accurate modelling outcome
 - The later the Rates Setting briefing is held, the more new properties will be included in the modelling process
- The City may consider formalising its process of reviewing the rates revenue assessment process, considering it was challenged during the 2015/16 rate setting process
- Council should be provided detailed modelled outcomes, with examples for various property types (including those that Elected Members can personally relate to, such as properties with GRVs similar to their own properties) in order to understand the modelling process and impact on ratepayers
- The modelling process and impact analysis should be subject to independent review
- The main decision to be made by Council is which method (no incorporation, incorporation with a concession, incorporation without a concession) to use for the coming year. It is reasonable to make this decision before commencing the rate modelling process, which is likely to be resource intensive
- Any further decision to continue the concession beyond the 2016/17 year should be made ahead of commencing the modelling for that year.

B. Scenario 1: Continued incorporation strategy

Observations

The incorporation strategy means the entire rates charge for residential improved properties is based on applying a single RID charge to the GRV amount for each property. The main complexity in the continued incorporation strategy lies in the City's application of a concession.

The impacts of not applying a concession include:

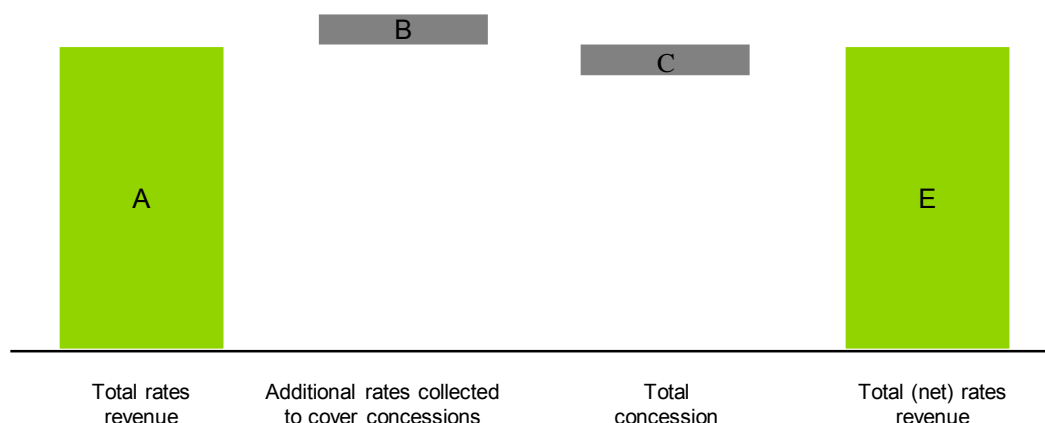
- The modelling process would be simple (as with previous years, once the budget is set the modelling process would determine an appropriate RID)
- There will be some disadvantaged ratepayers, namely those who last year received an increase and later a concession. An impact analysis would identify the properties impacted and extent of the impact
- The City would face reputational risk if the reasoning behind this approach was not clearly detailed in the Objects and Reasons statement. The City would also need to clearly communicate with disadvantaged ratepayers.

Continuing to apply a concession introduces complexities into the modelling process. Overall, the process of applying a concession involves the following steps, also depicted in the following graph:

- A. Determining an appropriate RID to generate the total rates revenue required
- B. Identifying properties which have rates increases more than the advertised maximum percentage increase
- C. Calculating the total concession to be provided to those properties identified at B (i.e. $B = C$)

- D. Determining an appropriate RID to generate the total required rates revenue allowing for the concession ($A + C$)
- E. Reconciling the net rates revenue with total rates revenue required as calculated at A (i.e. $A = E$).

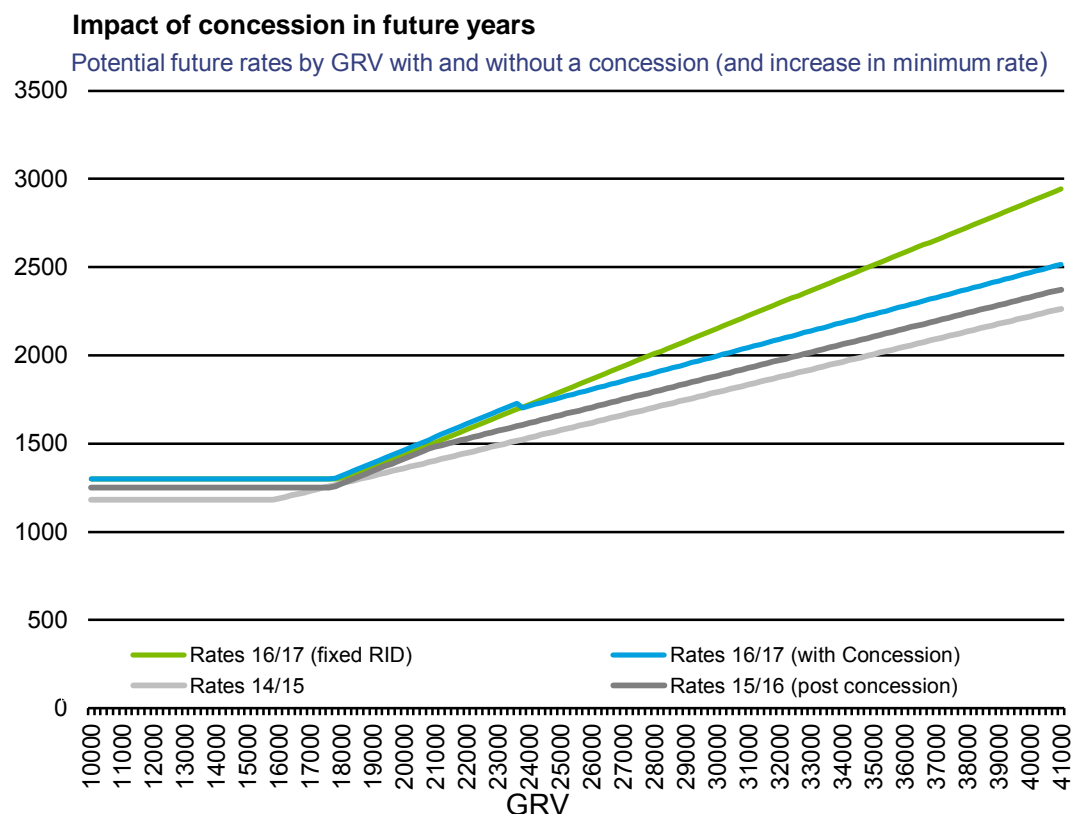
Rates revenue collected on residential improved properties



Complexities associated with this scenario are:

- Determining the extent of rates increase above the advertised/promised level (on either a percentage or dollar value basis):
 - A larger advertised percentage (or dollar value) increase would reduce the number of properties eligible for a concession and the amount of the concession
 - If the City continues to increase total rates revenue, over time the number of properties eligible for a concession and the size of the concession are expected to decrease
 - In years with a GRV revaluation, this process will be even more complex as the impact of the GRV increase will also need to be factored into the modelling and impact analysis
- Determining an appropriate RID to generate the required total rates revenue, including the amount to be provided as a concession:
 - Once the total concession amount is known, the RID will need to be further increased to enable the additional amount (equal to the total concession) to be collected
 - A circular calculation is created where the higher RID will result in additional properties having higher rates increases and therefore, 'eligible' for a concession. In this scenario, also granting a concession to those properties will result in the total rates collected being lower than the total rates revenue required. The alternative is to set the maximum percentage rate increase at the amount which accommodates those properties
- Adjusting the minimum rate:
 - The minimum rate enables the City to ensure that each property makes a reasonable contribution to the rates pool (e.g. some GRVs are very low but the City still provides these properties with essential services)
 - Increasing the minimum rate will result in a larger amount of revenue (which would partly offset a concession if the increase was more than the average increase)
 - Leaving the minimum rate unchanged would result in relative advantage to those minimum rated properties as other properties will see an increase in the rates
 - The minimum rate needs to meet legal requirements so there is a cap on how much additional revenue can be generated by lifting the minimum rate.

The following chart shows two of the possibilities for the 2016/17 rates setting approach, being rates without a concession (green line) and net rates after applying a concession (blue line).



The implications of the concession (blue line) are:

- Many ratepayers (the approximately 12,000 properties with GRVs of \$18k to \$22k, where the green line is below the blue line) will receive slightly higher rates charges than had a concession not been provided
- As the GRV increases the concession also increases (the difference between the green and blue lines).

Note the above graph is indicative and that the final rates charges will be impacted by the exact minimum rate, RID value and any eligibility for a concession.

Risks associated with offering a concession include:

- A concession may be perceived as a cross-subsidy from those with a lower GRV to those with a higher GRV rated property
- Increasing the number of minimum rated properties and/or the amount charged to these properties (over and above the average increase) means this group will also potentially see their contribution as a cross-subsidy from those with a lower GRV to those with a higher GRV rated property
- The City desires to keep residents well-informed. This modelling approach is complex and, if not adequately explained, may be misinterpreted by residents.

The primary motivation for adopting the incorporation strategy was to allow pensioners to claim the state rebate on their entire rates charge. The State government has signalled that it may cap the rebate, impacting some pensioners. If this cap is implemented, the City should first inform itself of the impact on its ratepayers before finalising its 2016/17 rates.

Internal Audit point of view

- In the City's current circumstances, the advantages of incorporation (the benefit to pensioners, the treatment of waste as a service no different from others and the simplified rates structure) appear to outweigh the disadvantages
- The concession ensures that ratepayers of properties with a higher GRV do not feel the full impact of the move to incorporation and should be continued for the 2016/17 year if the City is to be consistent with its strategy for the 2015/16 year
- To assist in covering the cost of the concession, the minimum rate should be raised by at least the same percentage as, and preferably slightly more than, the general rate increase, whilst remaining within legal parameters)
- The concession should be based on capping the percentage rate increase at a level the City feels confident will be tolerated by residents (and ideally higher than the average increase)
- The City should be mindful of the need to communicate clearly the complexities of its decisions and impacts on ratepayers in its annual Objects and Reasons statement.

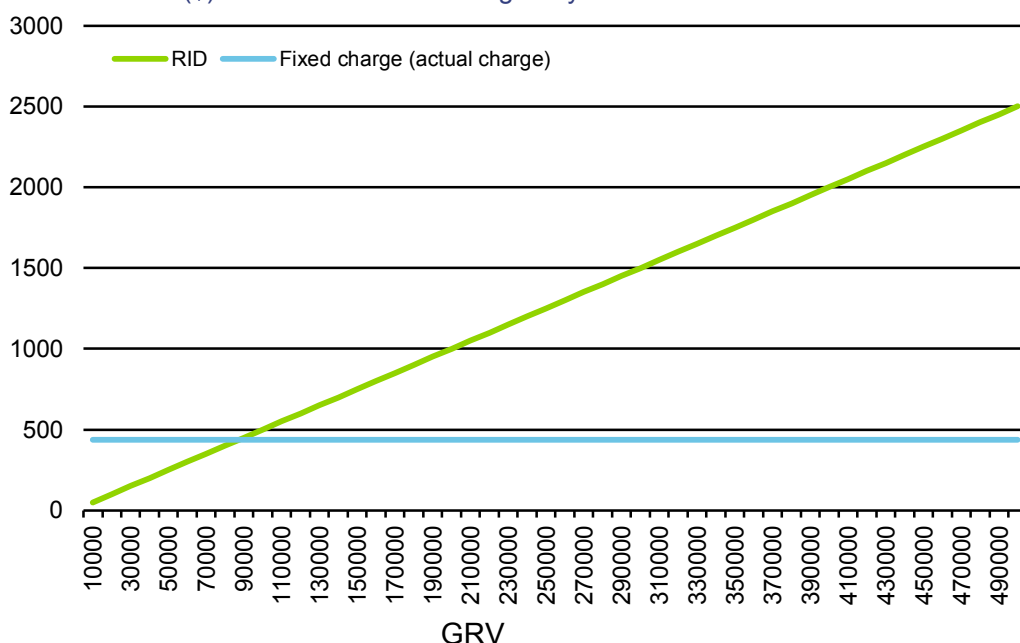
Extending incorporated charges to non-residential improved properties

The other properties that are subject to waste and CoSafe charges are non-residential improved properties. Currently the CoSafe charge is incorporated but the waste charges are fixed. The GRV for these properties has a much greater range than residential improved properties (\$3k to \$17M compared to \$10k to \$600k).

The following graph provides a comparison of the rates charge through an incorporated RID approach, against the fixed charge, for properties with GRVs up to \$500k.

Non-residential improved properties

2015/16 rates (\$) to cover the waste charge - by GRV



The main advantage of incorporation for the non-residential improved properties would be to simplify the rates structure, which in the long term would make setting rates an easier process.

However, incorporation would result in the higher GRV properties cross-subsidising the lower GRV properties, as is currently the case for all other services. As with the residential improved properties, the properties with higher GRVs are most impacted by incorporation and the impact on properties with the highest GRV is substantial. Note that the graph above shows a difference (comparative disadvantage) of

approximately \$2k for a property with a GRV of \$500k – the comparative disadvantage continues to rise as the GRV increases.

Internal Audit point of view

- The City should:
 - Model the impacts of incorporated waste charge for the full range of GRV properties
 - Not make the decision to incorporate waste charges for non-residential properties without considering how to soften the impact on the properties with higher GRVs.

C. Scenario 2: Separate waste and CoSafe charges i.e. reversal of incorporation

Observations

If the City chooses to separate the waste and/or CoSafe charges for residential improved properties then the modelling process would have two components:

- Determine the total revenue and the relevant RID
- Determine the fixed price charges for waste and/or CoSafe (these may be lower than previous fixed charges as costs may have declined).

The groups likely to be impacted by this decision are:

- Those rate payers who had a relative advantage in 2015/16 (in particular those who received a decrease in rates from 2014/15 to 2015/16) are likely to be relatively disadvantaged (comparing 2016/17 rates to 2015/16 rates) if incorporation is reversed
- Pensioners who can no longer claim a rebate on the waste and CoSafe charges (as noted above, the final overall impact will also depend on the State government's policy)
- Minimum rated properties, depending on the decisions made (see earlier in this report), for example if decisions result in a change in the number of minimum rated properties and/or the increase (or decrease) on the rate for the previous year
- Properties with higher GRV values, which are likely to receive rates increases similar to the advertised increases since 2014/15.

There is unlikely to be any need for a concession if there is no incorporation, however an impact analysis will still be required to highlight any groups which may be adversely affected by the reversal.

Some of the risks associated with fixed waste and CoSafe charges include:

- Pensioners will be disadvantaged and to a greater extent if the State government rebate policy remains unchanged
- These services will continue to be treated differently from the wide range of other services offered by the City.

Internal Audit point of view

- If the City chooses not to incorporate waste charges it should consider incorporating CoSafe security charges for consistency with non-residential improved properties.

2.6 Modelling and impact analysis

Internal Audit point of view

When presenting the proposed rating methodology to Elected Members, the City should consider providing the following information:

- The framework used for setting the rates (no incorporation, incorporation without a concession or incorporation with a concession) and the reasons why this framework was adopted
- Details about the amount of revenue to be raised and the average increase in rates
- Key modelling inputs including:
 - RID (before and after concession if applicable)
 - Number of properties (minimum and non-minimum)
- Summary information on the number of properties and average rate increases by GRV, suburb etc. showing the total and average rates revenue collected for each group
- Summary information on the number of properties and average rate increases for pensioners
- If applicable, profiling rates before and after the concession, by GRV amount
- If applicable, details of the concession to be provided (the eligibility criteria, the number of properties receiving a concession, the total and average amount of the concession and how the concession is recovered through the rates setting process)
- The impact analysis (refer below for further detail).

Council would then be in a position to make informed decisions on rates charges and any provision of concessions.

The impact analysis should then compare actuals-to-actuals (proposed rates charge compared to prior year's rates charge), noting that this comparison is the primary concern of ratepayers. For the 2015/16 rates, the actual charge to the ratepayer was the original rates charge less the concession. Given many ratepayers experienced a significant change to their rates in 2015/16, it is reasonable to compare proposed 2016/17 rates to each of the previous two years (2014/15 and 2015/16).

The aim of an impact analysis is to identify properties that will be comparatively advantaged or disadvantaged by the proposed rates approach. Some of the key components of an impact analysis are:

- Checking that the proposed impact is aligned with the City's Objects and Reasons statement
- Comparing dollar value and percentage changes from the prior year's rates charges – per property and category/grouping of properties
- Investigating those properties with relatively significant advantage/disadvantage in order to gain an understanding of which groups have been impacted
- Identifying and examining sub-populations that are known to be sensitive to change (including pensioners, minimum-rated properties, and properties with a very high GRV).

The City should also consider other potential issues such as:

- Whether new residential improved properties (i.e. those without a comparative rates charge) should receive a concession
- Any anomalies resulting from unexpected changes in circumstances such as growth in property numbers (which impacts total rates revenue).