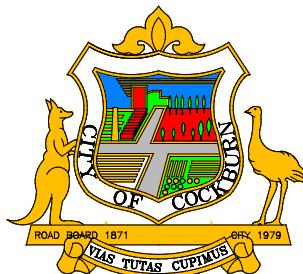


CITY OF COCKBURN



AUDIT & STRATEGIC FINANCE COMMITTEE

AGENDA PAPER

FOR

THURSDAY, 16 MARCH 2017

CITY OF COCKBURN

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

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CITY OF COCKBURN

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

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

Members of the public, who attend Council Meetings, should not act immediately on anything they hear at the Meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.
- 4. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTEREST AND CONFLICT OF INTEREST (BY PRESIDING MEMBER)**
- 5. APOLOGIES & LEAVE OF ABSENCE**
- 6. PUBLIC QUESTION TIME**
- 7. CONFIRMATION OF MINUTES**
 - 7.1 (ASFC 16/3/2017) - MINUTES OF THE AUDIT & STRATEGIC FINANCE COMMITTEE MEETING - 17 NOVEMBER 2016**

RECOMMENDATION

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

COMMITTEE RECOMMENDATION

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

RECOMMENDATION

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

COMMITTEE RECOMMENDATION

8. DEPUTATIONS

9. PETITIONS

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

Nil

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

12. COUNCIL MATTERS

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

RECOMMENDATION

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

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

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

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

Submission

N/A

Report

Risk Management Program

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

The system comprises of 2 Modules:

Risk Manager Module

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

Event Manager Module

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

2. EXTREME and HIGH Risks Update:

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

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

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

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

Comment

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

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

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

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

Comment

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

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

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

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

Comment

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

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

Comment

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

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

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

Comment

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

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

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

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

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

Comment

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

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

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

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

3. Risk Profile

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

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

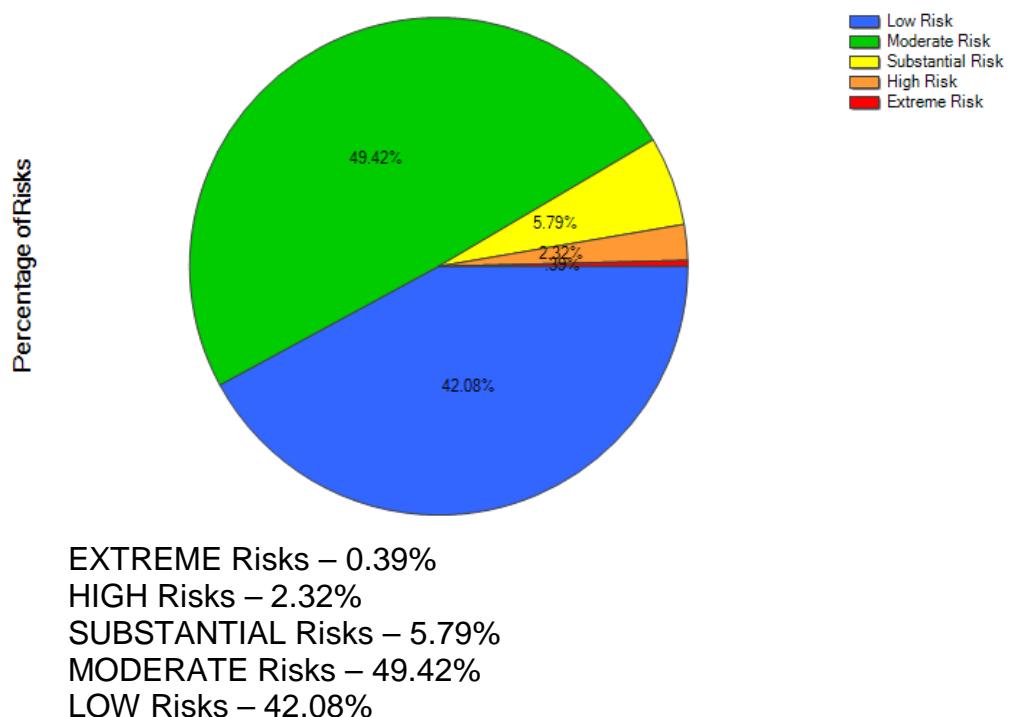


Figure 2: Risk Matrix - This matrix maps out the distribution of risks within the City's Risk Matrix.

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

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

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Comments

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

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

4. Business Continuity Program:

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

Strategic Plan/Policy Implications

Leading & Listening

- Deliver sustainable governance through transparent and robust policy and processes

Budget/Financial Implications

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

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

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

Attachment(s)

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

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

13. PLANNING & DEVELOPMENT DIVISION ISSUES

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

RECOMMENDATION

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

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

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

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

Submission

N/A

Report

Overview

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

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

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

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

Alignment to City of Cockburn Strategic Community Plan

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

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

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

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

Strategic alignment is also achieved with the following documents:

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

The Land Management Strategy is about:

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

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

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

Aim and Objectives

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

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

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

Responsibility and Management Principles

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

The Land Management Strategy also then identifies in detail:

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

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

Key Land Projects for 2017 - 2022

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

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

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

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

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

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

Conclusion

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

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

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

Strategic Plan/Policy Implications

City Growth

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

Community, Lifestyle & Security

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

Economic, Social & Environmental Responsibility

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

Leading & Listening

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

Budget/Financial Implications

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

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

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

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

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

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

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

Legal Implications

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

Community Consultation

N/A

Risk Management Implications

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

Attachment(s)

Land Management Strategy 2017-2022.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

14. FINANCE & CORPORATE SERVICES DIVISION ISSUES

14.1 (ASFC 16/3/2017) - DRAFT INTERNAL AUDIT REPORT - PROJECT MANAGEMENT (026/007; 067/001) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council :

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

COMMITTEE RECOMMENDATION

COUNCIL DECISION

Background

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

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

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

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

Submission

N/A

Report

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

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

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

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

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

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

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

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

Summary of Audit findings

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

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

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

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

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

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

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

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

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

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

Strategic Plan/Policy Implications

Leading & Listening

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

Budget/Financial Implications

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

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

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

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

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

Attachment(s)

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

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

15. ENGINEERING & WORKS DIVISION ISSUES

Nil

16. COMMUNITY SERVICES DIVISION ISSUES

Nil

17. EXECUTIVE SERVICES DIVISION ISSUES

Nil

18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

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

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

21. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

22. CONFIDENTIAL BUSINESS

23. CLOSURE OF MEETING



STRATEGIC RISK REGISTER



Strategic Risk Detail Register

Directorate Location	Chief Executive Office Administration Building	Responsible Unit Risk Category:	Executive Team Organisational - Strategic Risks		
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
256	Bush Fire: Fail to adequately manage bush fire risk exposure within City	Emergency Management Arrangements Interagency engagement (DFES and DPaW) Bushfire Risk Management Plan and fuel load register	Extreme (E)	Don Green	The City has engaged in a number of initiatives to reduce overall bushfire risk to the community. Initiatives include completing four hazard reductions burns with approximately 85 percent success in fuel load reduction. Although commenced later in the year than proposed, the burns were subject to unusual weather conditions during spring 2016. Further fuel load reduction by mechanical mulching and weed spraying was completed where prescribed burning was not possible or unsafe. Trailing a new concept of rural inspections by a Bushfire Risk Assessment Officer, as opposed to a member of the Rangers team. The trail has improved compliance and land owners understanding of fire prevention. To date, the Assessment Officer has issued 230 infringements, up 183 percent between for the period of 1 November to 18 January.
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
254	Community Led Reform: Reignited local government structural reform agenda from community initiation	Community engagement strategy and framework Annual community perceptions survey Customer satisfaction survey Integrated planning framework Support for community groups \$50 000 has been directed towards response to the community initiated proposal seeking to transfer Hamilton Hill and North Coogee to City of Fremantle	High (H)	Stephen Cain	The Local Government Minister has dismissed a request for Hamilton Hill and North Coogee to be moved from the City of Cockburn to the City of Fremantle. During 2016, the Local Government Advisory Board called for submissions about whether the City of Fremantle should extend its border over these two suburbs. A small number of residents submitted a proposal to the LGAB, proposing that the suburbs of Hamilton Hill and part of North Coogee (between South Beach and Port Coogee) be handed over to the City of Fremantle. The City of Cockburn rejected the proposal, and called for support by writing submissions to the LGAB and attending the public hearing in Hilton on 3 October 2016. Cockburn residents enthusiastically embraced this campaign, with more than 300 people attending the hearing and dozens of submissions being sent to the LGAB against the proposal. The City wrote a submission outlining the projected cost and impact on residents and community of the proposal.
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
264	Project Management: Fail to consistently apply project management methodology and implementation to City projects	Project management tools Staff training Cross functional meetings Long term financial plan	High (H)	Stuart Downing/ Margot Tobin	Establish project governance framework - Certificate IV in project Management has been conducted for relevant employees throughout the organisation to raise understanding in fundamentals of project management. The City recently conducted an Internal Audit process of its Project Management Framework and processes, and the report presented to the Audit Committee for consideration at the March 2017 meeting
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
265	Records Management: Inconsistently applied record management practices	Record management policy and guidelines Training Dedicated resources ECM	High (H)	Stuart Downing	CoC recently renewed its Record keeping Plan to the State Records Commission and received confirmation for the amended plan to be submitted in April 2017. -The effectiveness of the City's ECM system remains satisfactory, but compliance with requirements to this obligation remain a priority issue. The City will develop Knowledge Management Plan, which will act as a guide for actions to be taken to achieve best practices of record keeping compliance. An internal Audit of the Records Management is scheduled for 2017-18 financial year.

Strategic Risk Detail Register

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

Strategic Risk Detail Register

Directorate	Chief Executive Office	Responsible Unit	Executive Team		
Location	Administration Building	Risk Category:	Organisational - Strategic Risks		
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
248	Funding Sources: Inability to accommodate changes in statutory fee allocations revenue funding sources (e.g. external, investment, development growth funding)	Advocacy through WALGA Specialist staff maintaining awareness of market changes	Moderate (M)	Stuart Downing	The City is working with WALGA, the sectors representative at the State and Federal levels of Government to highlight Fees and Charges controlled by State legislation have not changed to cover the cost of the service mandated by the State for council to deliver. re the legislative environment has been altered for example the Building Act, income that came to the Council for the delivery of the service is now paid in part to the State Government. In addition, the City has prepared for WALGA a schedule of costs that have been shifted onto local government or a charge that has been increased far in excess of CPI without explanation. The City continues to highlight the cost imposed from State Government of additional charges and the need to recover the charges from ratepayers.
250	Government Relationships: Inability to effectively manage key Government stakeholder relationships and expectations (e.g. WALGA, DLG&C, WAPC, MRWA, DoL, DER, DoW)	GAPP - CEO Forum Key contacts with agencies WALGA zone meetings	Moderate (M)	Stephen Cain	This matter remains a risk for the City. However, the control measures are still appropriate. The City continues to use its membership of the SWG, WALGA Zone and GAPP to promote issues of importance to the Local Government sector. By way of example, the GAPP recently facilitated separate briefings with the Minister for Local Government and the Shadow Minister for LG on advocacy plans for the State election.
251	Local Government Relationships: Inability to effectively manage neighbouring local governments and regional council relationships and expectations	SW Group - CEO/other Forum Key contacts with LGs WALGA zone meetings Partnerships Officer network groups Joint initiatives	Moderate (M)	Stephen Cain	Improve internal communications. Risk Reviewed, no changes to risk rating.
261	Digital / Social Media: Fail to identify and effectively capitalise on digital and social media trends	Integrated planning framework Social media strategy Social media platforms Shared resources	Moderate (M)	Stuart Downing	Develop Digital Communication Strategy. Corporate Communications will request that the position Digital Communications Officer be brought forward in the workforce plan from 2018-19 to q1 2017-18 as the digital and social media requirements have increased further. More videos are required, more platforms are being used (now Instagram is being used and the team is managing Twitter more effectively). Resource is required to manage the new website to avoid the quality deteriorating rapidly and immediately if there is no dedicated resource

Strategic Risk Detail Register

Directorate Location	Chief Executive Office Administration Building	Responsible Unit Risk Category:	Executive Team Organisational - Strategic Risks		
263	Allocation of Resources: Inability to have the right resources at the right time in the right place to meet City outcomes (Human inclusive of volunteers, Financial and Technical)	Workforce plan and associated strategies Training and development opportunities EBAs Employee value proposition Staff surveys	Moderate (M) 		
		Stuart Downing	Improved use of various advertising channels (including social media). Refocus on essential requirements for success in a role (versus desirable requirements) and improved recruitment and on-boarding procedures that decrease time taken from advertising to offer (thus minimising potential for candidates to look elsewhere).		
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
266	Internal Communications: Inability to adequately communicate key messages and decisions throughout organisation	Team meetings Staff communication systems	Moderate (M) 	Stephen Cain	Internal Communications Audit scheduled for 2017, Communications Strategy in draft format.
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
267	Compliance Requirements: Increasing compliance requirements remove focus from City service delivery	Stakeholder communications Workforce management Investing in technology	Moderate (M) 	Stephen Cain	Risk reviewed, no changes to rating. Invested in software systems to assist in the delivery of compliance matters, ATTAIN, RMSS. The main investment to help mitigate this risk is the investment made in the City's Wide Area Network (WAN) and its ICT infrastructure
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
268	Waste Management: Failure to provide and deliver sustainable and long term waste management objectives	Waste management strategy Master plan for Henderson Waste Facility Investigating alternative waste disposal SMRC membership Membership of key waste groups	Moderate (M) 	Charles Sullivan	The City will enter into a three year waste supply agreement with the SMRC commencing July 2017 finishing June 2020. This will ensure that all domestic MSW waste is not disposed of through landfill but rather is processed through an alternative waste treatment facility. The City will tender, in the first half of the 2017 calendar year, for its recyclable waste also for a three year period. The third stream of waste, Greenwaste from a third bin supplied to all residential properties in the municipality, will be processed at the Henderson Waste Recovery Facility to maximise the amount of Greenwaste that can form a compostable material for re-use in the City. At the same time the City continues to plan for the introduction of a waste to energy facility in WA in and around 2020. New Energy, a possible W2E facility provider has amended its technology offering by changing to a form of Martin Grate technology. This technology is widespread around the globe and one understood by potential users of such facilities.
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes

Strategic Risk Detail Register

Directorate	Chief Executive Office	Responsible Unit	Executive Team		
Location	Administration Building	Risk Category:	Organisational - Strategic Risks		
252	Commercial Relationships: Inability to effectively manage key commercial stakeholder relationships and expectations (e.g. Frasers, Landcorp, Perron, JAH, Stockland)	Liaison meetings for major projects Informal relationship management	Moderate (M)	Stuart Downing	Formalise engagement plan with commercial stakeholders
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
262	Technology Use: Fail to identify and capitalise on the effective and efficient use of technology	Information services strategic plan Working groups with stakeholders Manager IS a member of the WALGA ICT Advisory panel where services and contracts are considered that have direct relevance on the services the City may procure.	Moderate (M)	Stuart Downing	Industry approaches to technology solutions – WALGA - Paperless strategies - Provider led technology solutions - Promote mentoring and supporting internal champions The City is approaching industry leaders to help set strategic direction (e.g. Cisco, Hitachi, etc.) regarding community and infrastructure services. - Paperless strategies remain an item of the City's IS Sustainability agenda. - As part of the IS Workforce Planning Review, an ICT Security Analyst has been recommended to help combat the range and complexity of risks facing the city's infrastructure on a daily basis.
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
269	Workforce Safety: Failure to provide a environment that promotes health, safety and wellbeing of staff	Safety management systems Dedicated safety resources - people and equipment Education and training Safety is a core value	Moderate (M)	Stephen Cain	Education and training -Auditing of the workplace - Zero Harm project Reward positive behaviours Investigate recycling of redundant SLLC gym equipment for setup within the Admin Centre and new Operations Centre to enable greater fitness and wellbeing opportunities
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
270	Public Safety: Failure to provide a environment that promotes health, safety and wellbeing of community	Hazard Risk assessments Asset management plans Occupational Health and Safety program	Moderate (M)	Stephen Cain	Launch of the Risk Management & Safety System in January 2017, which consists an Event/Incident module. This now allows for all employees to notify of Workplace Incidents online, and is supported by a good record keeping process, which also captures the investigation process, and provides a monitoring and reporting mechanism. Public Occupational Health and Safety register - Raise awareness of public on safety concerns
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes
258	City Growth: Failure of City growth outcomes to be met	Forecasting reviews Integrated planning framework Lobbying	Moderate (M)	Dan Arndt	Collaborative lobbying - SW Group - Branding Cockburn as a destination of choice within the Metropolitan Region - make it more competitive in attracting the dwindling investment taking place)
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes

Strategic Risk Detail Register

Directorate Location	Chief Executive Office Administration Building	Responsible Unit Risk Category:	Executive Team Organisational - Strategic Risks			
259	Built Environment: Failure of City's built environment to deliver appearance or quality outcomes as intended	Town planning scheme Council policies Budget provisions Corporate strategies (greening plan, public open space, public art)	Moderate (M)	Dan Arndt	Review greening strategy - Review urban infill programs. - Develop Greening plan. An Urban Forest Strategy to be developed - Ongoing community consultation- Development of Design Review Panel for major and complex applications to provide independent design advice on built form.	
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes	
271	Business Continuity: Failure to develop robust processes to ensure business continuity in the event of a significant disaster	Business continuity plans and associated documents Continual testing of BCP	Low (L)	Don Green	Business Continuity Plan Testing scheduled for end of March 2017, with further plans to develop Location based BCPs, and increase staff awareness of BCPs and roles. Develop Crisis Management Plan	
ID	Risk	Existing Controls	Rating	Risk Owner	Progress And Notes	
257	Coastal Hazards: Fail to consider and adequately manage coastal planning and related coastal erosion	CCAP Mitigation works Asset management plan Foreshore management plans State agency engagement Cockburn Sound coastal alliance Naval base shacks management plan	Low (L)	Charles Sullivan	Railway infrastructure and Robb Road coastal planning - Additional monitoring of structural coastal elements	

Attach 2



OPERATIONAL RISK REGISTER



ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

ENGINEERING & WORKS OPERATIONAL RISK REGISTER

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

EXECUTIVE SUPPORT OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

FINANCE & CORPORATE SERVICES OPERATIONAL RISK REGISTER

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

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

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

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GOVERNANCE & COMMUNITY SERVICES OPERATIONAL RISK REGISTER

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

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

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

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

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

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

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

PLANNING & DEVELOPMENT OPERATIONAL RISK REGISTER

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



City of Cockburn

DRAFT LAND MANAGEMENT STRATEGY 2017 - 2022



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Executive summary

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

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

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

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

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

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

The Land Management Strategy identifies in detail:

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

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

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

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

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

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

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

1.0 Introduction

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

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

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

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

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

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

2.0 Aim and objectives

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

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

2.1 Alignment with City of Cockburn Strategic Community Plan

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

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

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

Strategic alignment is also achieved with the following documents:

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

The Land Management Strategy is about:

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

2.2 Responsibility

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

2.3 Performance

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

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

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

Expected future performance over this 2017 to 2022 strategy timeframe:

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

2.4 Enabling strategic investment and infrastructure delivery

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.0 Land asset disposal principles

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

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

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

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

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

5.0 Land asset purchase principles

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

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

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

6.0 Joint venture considerations

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

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

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

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

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

7.0 Major land investments

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

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

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

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

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

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

Lot 7 Linkage Avenue, Cockburn Central

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

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

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

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

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

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

Henderson Waste Recovery Park

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

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

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

Latitude 32 (former Wattleup townsite)

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

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

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

8.0 Land disposal process - evaluation, implementation and review

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

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

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

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

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

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

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

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

9.0 Sale of Land Process

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

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

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

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

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

10.0 Department of Lands guidelines

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

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

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

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

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

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

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

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

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

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

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

11.0 City of Cockburn Land Portfolio

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

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

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

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

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

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

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

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

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

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

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

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

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

13.0 Conclusion

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

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

APPENDIX 1: LAND REGISTER

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

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

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

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

Total

189.9975

Appendix 2 - Indicative subdivision designs



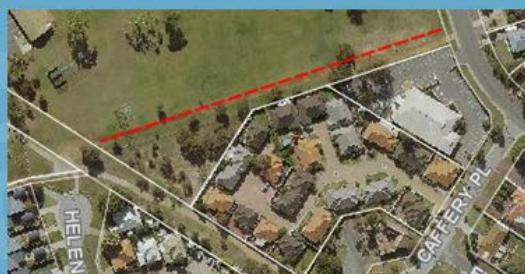
Lot 1300 Goldsmith Street, Spearwood
Net profit forecast = \$1m



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



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



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



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



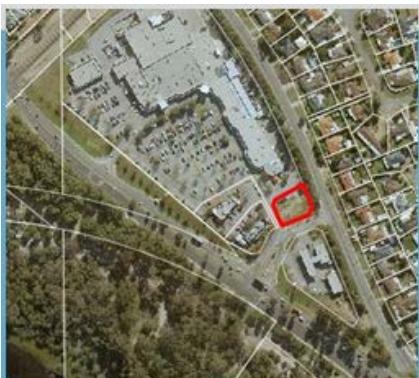
Lots 805 and 9004 Beeliar Dr, Success
Net profit forecast = \$6m



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



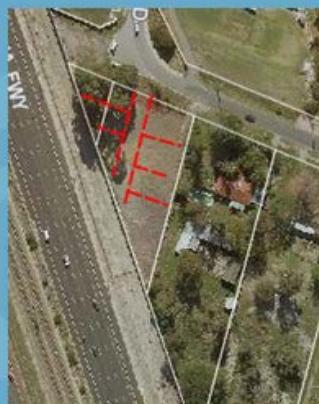
Lot 1 Berrigan Drive, South Lake
Net profit forecast = \$5m



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

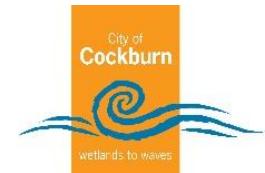


Lot 23 Russell Road, Success;
Net profit forecast = \$1.5m



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

Deloitte.



City of Cockburn
Project management internal audit
March 2017 report

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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.

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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. Introduction

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

Reference to strategic risk

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

Causal factors	Impacts	Current controls	Treatment options
• Resistance to cultural change	• Silo approach to projects	• Project management tools	• Establish project governance framework
• Inconsistent and duplication of processes	• Budget impacts	• Staff training	• Certificate IV in project management has been scheduled for relevant employees throughout the organisation to raise understanding in fundamentals of project management.
• Lack of skills training	• “Parachuted projects”	• Cross functional meetings	
• Inconsistent PMF	• Incomplete and changes to project scoping.	• Long term financial plan.	
• Selecting wrong project manage software solution for the City			
• Fundamental lack of governance from an IS perspective.			

Purpose

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

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

Scope

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

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

Key questions asked by this internal audit

The internal audit aimed to answer the following questions:

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

Work performed

We applied the following approach to this assignment:

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

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

Background and context

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

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

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

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

What projects are undertaken and how are they managed?

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

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

2. Key results

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

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

Key question	Answer																									
7. Are appropriate mechanisms in place to facilitate cross project communication and transparency?	No <ul style="list-style-type: none"> Improvement is required to ensure project planning includes key internal stakeholders and for managers to recognise and deal with any impacts of key projects on the rest of the City's operations. For example, where road construction and parks works projects in the same location have common timeframes, more effective communication and planning can minimise disruption and re-work Internal communications was nominated by a number of personnel interviewed as being a key weakness, sometimes resulting in poor planning and coordination. 	<ul style="list-style-type: none"> 90% of survey respondents responded positively in the belief that they will not be penalised for raising a risk or compliance concern. <p>Concerns</p> <ul style="list-style-type: none"> 41% of survey respondents felt that consequences for noncompliance are inconsistently applied, if at all 65% of survey respondents felt that there were instances where working around a policy or procedure was necessary. <p>Internal audit point of view</p> <p>The survey results suggest that while staff are generally satisfied that they know what to do and where to get the right advice/support when required, there are likely to be inconsistencies in project management processes and how staff/managers deal with issues relating to inadequate management of projects.</p> <p>Collectively, the improvement opportunities raised by this internal audit will address the concerns raised in the climate control assessment.</p>																								
8. Are appropriate processes in place to ensure that project risks and issues are appropriately identified, analysed and managed throughout the lifecycle of the project?	Partially <ul style="list-style-type: none"> Some business units identify, analyse and manage risks and issues throughout the project. However, there is no consistent approach to managing project risk across the City, or for escalating key project risks that have an impact on other parts of the City's operations (including those risks that apply to more than one project). 	Improvement opportunities																								
9. Has a fit-for-purpose project management office (PMO) function (or equivalent) been implemented with appropriate resourcing and skillset?	No <ul style="list-style-type: none"> A PMO or equivalent has not been implemented Engineering and Works maintains a Project Management team, resourced by three project managers, however those resources are predominantly confined to Engineering and Works capital projects Although it does not appear sensible for the City to implement a full PMO at this stage, the City can draw some benefit from having a designated "custodian" of its project management framework and a means for collectively reporting project performance and key risks/issues. 	<p>The internal audit has highlighted the following opportunities (some of which had already been identified by the City) for enhancing the City's project management processes and capabilities:</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>#</th> <th>Improvement opportunities</th> </tr> </thead> <tbody> <tr> <td>Further define and develop project management framework</td> <td>1</td> <td>Update the Project Management Governance Framework</td> </tr> <tr> <td>Assign ownership of the framework</td> <td>2</td> <td>Develop a City-wide project management framework and gateway process</td> </tr> <tr> <td>Capability uplift and roll out</td> <td>3</td> <td>Develop a project risk methodology</td> </tr> <tr> <td></td> <td>4</td> <td>Develop templates to support the project management framework</td> </tr> <tr> <td></td> <td>5</td> <td>Nominate suitable project management custodian(s)</td> </tr> <tr> <td></td> <td>6</td> <td>Identify, source and apply a technology solution to support the project management framework</td> </tr> <tr> <td></td> <td>7</td> <td>Roll out project management framework and technology solution across the City</td> </tr> </tbody> </table>	Theme	#	Improvement opportunities	Further define and develop project management framework	1	Update the Project Management Governance Framework	Assign ownership of the framework	2	Develop a City-wide project management framework and gateway process	Capability uplift and roll out	3	Develop a project risk methodology		4	Develop templates to support the project management framework		5	Nominate suitable project management custodian(s)		6	Identify, source and apply a technology solution to support the project management framework		7	Roll out project management framework and technology solution across the City
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Summary results of control climate assessment

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

Strengths

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

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

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

3. Proposed roadmap

Our view on the roadmap for implementing improvements in the City's project management framework is presented below, with estimated timelines based on our previous experience. The implementation of improvements is effectively a project in its own right, requiring detailed project planning, implementation and change management activities (i.e. communications and training).

4. Improvement opportunities

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

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

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

City of Cockburn

2017 Project management internal audit

Terms of reference

February 2017

Introduction

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

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

Purpose

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

Scope

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

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

The internal audit will aim to answer the following questions:

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

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

Approach

The following approach will be applied to this assignment:

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

Timing

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

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

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

Key City Personnel

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

Deloitte personnel

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

Fees and resource mix

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

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

In the event that we:

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

Expenses

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

Invoicing

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

Business terms and conditions

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

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

Acknowledgement and acceptance

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

Signature: _____ Date: _____

Mr Nelson Mauricio
Manager Financial Services

Assumptions

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

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

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

Your responsibilities

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

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

You acknowledge that

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

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