

ATTACHMENTS

Audit, Risk and Governance Committee Meeting

11 September 2018

ATTACHMENTS TO AGENDA ITEMS

Audit, Risk and Governance Committee - 11 September 2018

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Policy P101 Public Art

Responsible Business Unit/s	Community, Culture and Recreation
Responsible Officer	Manager Community, Culture and Recreation
Affected Business Unit/s	Community, Culture and Recreation

Policy Objectives

The City values public art as a means of celebrating the identity and history of the community, enhancing the environment and contributing to a sense of place.

As defined by the City of South Perth, public art is created by a professional practising artist, and is artwork that is intended to be located in and/or clearly seen from the public realm. Contemporary works public art may take diverse forms, including long lasting sculptures and monuments, and works that have a temporary or ephemeral presence in the public realm. Relevant criteria, exclusions and processes are detailed in the City's Public Art Toolkit.

The term "professional artist" is a self-reference and for the City's purposes, eligible arts professionals are defined by criteria detailed in the City's Public Art Toolkit.

This policy provides a framework for the development and management of public art within the City of South Perth.

Policy Scope

This Policy applies to City Officers involved in public art and major City projects including the implementation of developer contributions resulting from P316 'Developer Contributions to Public Art' within the City of South Perth.

Policy Statement

The City of South Perth supports the development of public art in the City by:

- Contributing 2% of the ~~total project cost~~ **construction value** of City projects with a value greater than \$2 million towards public art in new above ground urban design, public open space and community building constructions and redevelopment projects. **The City defines construction value as the estimated cost of the equipment, financing, services and utilities that are required to carry out a development but does not include the cost of land acquisition;**
- Maximising opportunities for partnerships and external funding to contribute to identified public art projects;
- Establishing a process to encourage community involvement and/or consultation in City public art projects;
- ~~Integrating the public art planning process at the commencement of applicable City developments. and following this in accordance to the City's Public Art Management Practice M101 – Public Art;~~



- Ensuring public art is adequately resourced in order to acquire, maintain and promote a public art collection that represents a high quality investment for the City of South Perth;
- Private developers are required to contribute towards public art commissions within the vicinity of the development according to the requirements as listed in planning policy P316 – **Developer Contribution to Public Art And Public Art Spaces**.
- **Encourage**~~REQUIRES~~ private developers of public or commercial projects of less than \$4M, to contribute a public art commission or a nominal amount to the City’s Public Art Fund.
- The establishment of a Public Art Advisory Group to consist of **up to** three elected members, ~~community-industry~~ **representative** members and **supported by** City Officers.

Legislation/ Local Law Requirements

Not Applicable

Other Relevant Policies/ Key Documents

Management Practice M101: Public Art
 City of South Perth Public Art Strategy 2016
 City of South Perth Policy P316: Developer Contribution for Public Art **and Public Art Spaces**
 City of South Perth Public Art Developer Toolkit

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Policy Number:	P101	Relevant Council Delegation:	N/A
Council Adoption:	N/A	Relevant Delegation:	N/A
Amendment:	02/05 02/06/14 02/03/16 04/06/16	Relevant Management Direction:	1100 Public Art

Strategic Direction

Community

Policy P103 Stakeholder Engagement

Responsible Business Unit/s	Stakeholder and Customer Relations
Responsible Officer	Manager Stakeholder and Customer Relations
Affected Business Unit/s	All City business units involved in stakeholder consultation

Policy Objectives

The objectives of this policy are:

- To ensure that, where appropriate, the City of South Perth community and relevant stakeholders have an opportunity to participate and contribute in a meaningful way to decisions made by the City that affect their lives
- To outline the City’s commitment and approach to stakeholder engagement, to contribute to good governance, strong leadership and better decision making
- To provide direction and guidance for the practice of stakeholder engagement at the City of South Perth
- To support Elected Members in their decision making by providing informed feedback from stakeholders.

Definitions

Stakeholder engagement

A planned and purposeful process that encompasses a variety of techniques and methods. It is an approach that provides opportunities for stakeholders to be involved in and contribute to decisions that affect their lives.

Note: The terms, ‘community engagement’ and ‘public participation’ are widely used across the industry, and may be used interchangeably with ‘stakeholder engagement’.

Stakeholders and community

Stakeholders are those affected by or with a specific interest in a decision, project or issue. Stakeholders may be (but are not limited to) individuals, groups, organisations, agencies, businesses, reference and advisory groups, and/or the community. Stakeholders can be internal (i.e. within the organisation) or external (i.e. outside the organisation).



The community can include individuals or groups who live, work, play, study, visit, invest in, or pass through the City of South Perth. They may be ratepayers, residents, business owners, workers, tourists, visitors, or community groups.

These terms are often used interchangeably, and are both widely used in the field of stakeholder engagement. Although separate definitions are offered, in practice, the distinction between the two terms is not always clear. Therefore the terms may be used together, separately or interchangeably.

Policy Scope

This policy applies to all Elected Members, City of South Perth staff and consultants involved in stakeholder engagement activities for the City.

The scope of this policy is guided by Section 1.3 (2) of the *Local Government Act 1995*, which states that the Act is intended to result in:

- Better decision making by local governments
- Greater community participation in the decisions and affairs of local governments
- Greater accountability of local governments to their communities
- More efficient and effective local government.

The policy is also drawn from the City of South Perth's *Strategic Community Plan 2017-2027* and internationally accepted core values for engagement, developed by the International Association for Public Participation (IAP2).

In decision making areas related to town planning (including strategic and statutory planning), the City has adopted a specific policy to determine how stakeholder engagement will be undertaken. P301 Community Engagement in Planning Proposals is drawn from and aligned to the City's stakeholder engagement policy, however, it goes into further detail of the specific statutory and legislative requirements.

Policy Statement

The City of South Perth recognises that involving stakeholders appropriately in projects and processes, and embracing a culture and practice of engagement, leads to more sustainable and informed decision making. Stakeholder engagement is the responsibility of the entire organisation, including Elected Members, staff and consultants.

Stakeholder engagement does not take the responsibility for final decision making from the Elected Members. Instead, it supports the decision making process by enabling Elected Members (and staff) to be confident that stakeholder views have been ascertained, understood and considered, along with technical advice and requirements, research, constraints and any other policy or legislative considerations.

The City's Stakeholder Engagement Plan has been developed to guide and support the culture and practice of stakeholder engagement, to enable an approach that is consistent, effective and robust. The Plan includes a toolkit and resources for use by City staff and consultants, along with a training program for staff.

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Policy Number:	P103	Relevant Council Delegation:	N/A
Council Adoption:	22/07/03	Relevant Delegation:	N/A

Stakeholder engagement is also supported at the City by a dedicated Stakeholder Engagement team established to build capacity in the organisation, and provide support, advice and assistance for engagement processes and projects.

Stakeholder engagement principles

The following principles are the foundation of the City's approach to and practice of stakeholder engagement.

1. We are committed to embedding a culture of engagement at the City of South Perth

We will champion engagement at the City. We are committed to integrating engagement into the organisation's processes and practices by providing the necessary resources and support to staff.

2. We know why we are engaging

We are clear about the purpose of the engagement and ensure that this is reflected in the processes we plan and engagement we undertake.

3. We know who to engage

We identify the right stakeholders and use a range of techniques to ensure our approach is inclusive and appropriate.

4. We understand the background and context

We take the time to understand the history, issues or concerns which may affect the project and engagement, and explore the context in order to clearly define the negotiables and non-negotiables.

5. We are committed to genuine engagement

We engage when there is an opportunity for stakeholders to have meaningful input into the decision to be made. We undertake authentic, appropriate engagement and provide stakeholder feedback to the decision makers. We learn from past practice and experience.

6. We are innovative, responsive and professional

We are dedicated to providing high quality engagement and are innovative and flexible in our approach. We work to build relationships and are responsive to the needs of internal and external stakeholders.

Stakeholder engagement at the City is also guided and shaped by the International Association for Public Participation's (IAP2) core values and public participation spectrum, which are recognised internationally as best practice. These tools guide both the approach and practical application of stakeholder engagement.

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Policy Number: P103
Council Adoption: 22/07/03


Relevant Council Delegation: N/A
Relevant Delegation: N/A

Core values

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

Public Participation Spectrum

The IAP2 Public Participation Spectrum is a tool to define the role of stakeholders in any engagement process. It outlines the goal of each level of the spectrum and includes the 'promise to stakeholders' made when an organisation chooses to engage with them in a particular way.

Increasing impact on the decision 					
	Inform	Consult	Involve	Collaborate	Empower*
Engagement goal	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain stakeholder feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision making in the hands of the stakeholders.
Promise to stakeholders	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Policy Number: P103
Council Adoption: 22/07/03

Relevant Council Delegation: N/A
Relevant Delegation: N/A

Legislation/ Local Law Requirements

Section 1.3 (2) of the *Local Government Act 1995*.

Other Relevant Policies/ Key Documents

Other Relevant Policies/Key Documents

P301: Community Engagement in Planning Proposals

P112: Community Advisory Groups

M103: Stakeholder Engagement

City of South Perth Strategic Community Plan 2017-2027

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Policy Number:	P103	Relevant Council Delegation:	N/A
Council Adoption:	22/07/03	Relevant Delegation:	N/A

Strategic Direction *Community*

Policy P104 Community Awards

Responsible Business Unit/s	Community, Culture and Recreation
Responsible Officer	Manager Community, Culture and Recreation
Affected Business Unit/s	Community, Culture and Recreation

Policy Objectives

This policy provides for relevant community awards which recognise the outstanding achievements of members of the local community and contribute towards fostering a strong sense of community.

Policy Scope

This Policy applies to the wider community to recognise ~~people~~ individuals and community groups who make contributions to the community.

Policy Statement

The City recognises the important contribution that an individual's achievements can make towards community development. The City has a number of annual community awards that acknowledge such achievements. They are the:

- Australia Day ~~Council WA~~ Community Citizen of the Year Awards;
- Volunteer of the Year Awards; and
- Dr Ted Maslen Memorial University Exhibition Award.

The City may decide that any of these awards will not be presented in a year. Conditions for all the Awards are stated in the Management Practice.

CITIZENSHIP AWARDS

Award Focus

The City partners with the Australia Day Council of Western Australia to present the Australia Day ~~Council WA~~, Community Citizen of the Year Awards across four categories. These awards aim to recognise, reward and celebrate the achievements of residents.

Selection

A panel of officers from the City will choose the recommended award recipients from nominations received from the community. A report will be submitted to Council recommending that these people receive the awards.

Prize

Award recipients will receive a certificate and ~~/or trophy~~ plaque.



Categories

Citizen of the Year

This award is open to ~~residents and/or ratepayers~~ individuals and organisations that make a notable contribution to of the City of South Perth during the year and who are aged 25 years or older on 26 January, the year the event is being held.

Citizen of the Year – Youth (under 25 years)

This award is open to ~~residents and/or ratepayers~~ individuals and organisations that make a notable contribution to of the City of South Perth who are aged not more than 25 years on 26 January, the year the event is being held.

Citizen of the Year - Senior (65 years or over)

This award is open to ~~residents and/or ratepayers~~ individuals and organisations that make a notable contribution to of the City of South Perth who are aged 65 years or over on 26 January, the year the event is being held.

Active Citizenship Award (for a community group or event)

This award is open to clubs and community groups that are based in the City of South Perth.

VOLUNTEER OF THE YEAR AWARDS

Award Focus

The Volunteer of the Year Awards aim to recognise, reward and celebrate the achievements of residents and others making a contribution to the local community.

Selection

A panel of officers from the City will choose the recommended award recipients from nominations received from the community. A report will be submitted to Council recommending that these people receive the awards.

Prize

Award recipients will receive a certificate and/or trophy.

Categories

Volunteer of the Year Award

This award is open to individuals who reside or volunteer within the City of South Perth and are aged 25 years and over.

Young Volunteer of the Year Award

This award is open to individuals who reside or volunteer within the City of South Perth and are aged between 18 and 25 years.

Junior Volunteer of the Year Award

This award is open to individuals who reside or volunteer within the City of South Perth and are aged less than 18 years.

DR TED MASLEN MEMORIAL UNIVERSITY AWARD

Award Focus

The Dr Ted Maslen University Exhibition Award aims to recognise outstanding achievement in secondary study.

Eligibility

This award is open to all residents of the City of South Perth who have completed secondary studies in that year.

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Policy Number: P104
Council Adoption: N/A

Relevant Council Delegation: N/A
Relevant Delegation: N/A

Selection

The award is presented to the applicant with the highest the SCSA (School Curriculum and Standards Authority) Award Score in that year. This is different to the ATAR as it requires the student to have five scaled marks, with at least two from the humanities list and at least two from the mathematics/science list.

Prizes

The award recipient will receive a cash contribution for the first three years of their tertiary studies.

Legislation/ Local Law Requirements

Not Applicable

Other Relevant Policies/ Key Documents

Not Applicable

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Policy Number: P104
Council Adoption: N/A

Relevant Council Delegation: N/A
Relevant Delegation: N/A

Strategic Direction

Community

Policy P105 ~~Cultural Services and Activities~~ Community, Cultural and Recreation Initiatives

Responsible Business Unit/s	Community, Culture and Recreation
Responsible Officer	Manager Community, Culture and Recreation
Affected Business Unit/s	Community, Culture and Recreation

Policy Objectives

To provide a policy framework that enables the City to develop and implement relevant ~~community~~, cultural and recreation services and activities for its community members that contribute towards fostering a strong sense of community.

Policy Scope

This Policy applies to the ~~provision of the City's community events, programs, services and projects that assist in acknowledging local cultural identity.~~ Community, Culture and Recreation department to provide events and activities for the local community.

Policy Statement

The City recognises the importance of cultural services and activities and the contribution such programs and services make towards developing a sense of community. As such, the City will develop and implement a range of annual events, projects and services which aim to enrich lives and connect people through shared experiences that celebrate place, strengthen community identity and help build trust. ~~between people.~~

Events and Activations

The City has a proud history of providing quality cultural experiences and community initiatives, some of these include:

- State-wide celebrations
- Regional events
- Local events
- Civic events
- Activations

Programs

- Numerous programs and activities are used as a way to promote and deliver cultural experiences; ranging from art and literature programs through to sporting programs and celebrations of Aboriginal culture.

Facilities

There are a range of local facilities that support cultural activation, such as:

- Old Mill
- Old Mill Theatre
- Hazel McDougall House
- Heritage House
- South Perth Learning Centre
- South Perth and Manning Libraries
- South Perth and Manning Senior Citizen Centres
- Manning Hub
- South Perth Community Hall
- Collier Park Village
- George Burnett Leisure Centre
- John McGrath Pavilion
- Collier Park Golf Course

Collections

Art Collection:

The City has an ongoing commitment to develop a cohesive and important West Australian Collection. Currently, most of the artworks can be viewed on display inside the Civic Centre. The City also manages the May and Herbert Gibbs Collection.

Public Art:

The City of South Perth values public art as a means of celebrating the identity and history of the community, enhancing the environment and contributing to a sense of place.

The City has distinct and diverse public artworks that celebrate and contribute to the City's unique culture. The works are generally sculptural or mural in form and are permanently on display throughout the City. Some of the works are owned by the City and some are on private land, but are accessible to the public.

Local History Collection:

Housed at the South Perth Library, the local history collection contains books, photographs, aerial maps, cartographic material, oral history interviews, objects, artworks, ephemera and local newspapers. The photograph collection dates back to the 1870s and much of it is available for viewing online.

Natural Environment

The natural environment is part of the City's local culture. The City plays a pivotal role in developing and improving accessibility to the City's natural areas to allow the community to enjoy these places of cultural significance, such as: South Perth foreshore; Clontarf, Waterford and Salter Point Foreshore, Miller's Pool and Cygnia Cove.

Community Events

~~The City will implement a range of community events including but not limited to; a summer program, small scale concerts/live entertainment and/or ticketed activities, Pioneers and Elders Luncheon, annual Art Award and associated workshop programme, exhibitions and other selected initiatives. Major anchor events include the Australia Day Celebration Zone and summer Concert and Angelo Street Marketplace.~~

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Policy Number: P105
Council Adoption: N/A

Relevant Council Delegation: N/A
Relevant Delegation: N/A

Cultural Initiatives

The aims of these major **cultural initiatives events** are to celebrate the community and the unique identity and features of the City of South Perth. This will be achieved by:

- Providing accessible and equitable entertainment for local residents and visitors of a standard comparable with other metropolitan major events and festivals;
- Increasing the profile and maintaining a positive image of the City of South Perth in line with the City's Vision;
- Assisting in the community and economic development of the City of South Perth;
- Building partnerships between external organisations and the City; and
- Maintaining the longevity and sustainability of the events through constant review, evaluation and development of event structure and entertainment.
- **Acknowledging cultural diversity.**

Civic Events

~~The City will deliver a range of high quality civic events, functions and ceremonies. These events will include but are not limited to; the Australia Day Citizenship and Flag Raising Ceremony, ANZAC Day Memorial Service, Remembrance Day Memorial Service,~~

~~Citizenship ceremonies, Thank a Volunteer Breakfast, and NAIDOC Week Flag Raising Ceremony. The aims of these events are to celebrate these nationally commemorated occasions and/or to honour our contributing citizens.~~

Other Cultural Activities & Services

~~The City may develop and implement other cultural activities and services in response to community needs.~~

Legislation/ Local Law Requirements

Not Applicable

Other Relevant Policies/ Key Documents

City of South Perth Strategic Community Plan 2017-2027

COMMUNITY PROGRAMS

All abilities

All cultures

All genders

Across all age groups

All inclusive

Inline with SDG, DAIP and other legislative or strategic direction of Federal, State and local government policy.

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Policy Number: P105

Relevant Council Delegation: N/A

Council Adoption: N/A

Relevant Delegation: N/A

Policy P106 Use of City Reserves and Facilities

Responsible Business Unit/s	Community, Culture and Recreation
Responsible Officer	Manager Community, Culture and Recreation
Affected Business Unit/s	Community, Culture and Recreation

Policy Objectives

The City maintains a number of ovals, parks, reserves and facilities which are available for use and this policy provides guidance on the use or hire of these facilities. The conditions of use and requirement for permits are governed by the City of South Perth Public Property Local Law 2011 and other relevant legislation, such as Swan and Canning Rivers Management Regulations 2007. This Policy aims to balance long term hire, one off events, regular hirers and casual use of reserves and facilities.

Policy Scope

This Policy applies to personal trainers, sporting groups, social groups, informal groups, individuals and commercial organisations who wish to access City reserves and facilities for sporting/recreation purposes and events.

Policy Statement

Approval is required for the use of City of South Perth managed reserves and facilities. The City may hire facilities and reserves where:

- The City is satisfied that the use for which the reserve or facility is hired is consistent with the nature of the reserve or facility and the surrounding area;
- The City is satisfied that the applicant is capable of ensuring the safe and appropriate use of the reserve or facility.

The applicant may be required to undertake one or more of the following:

- Pay a hire fee;
- Lodge a bond;
- Apply for a liquor licence;
- Show proof of qualifications;
- Show proof of relevant current insurance;
- Apply for a permit and/or commercial licence; and
- Show proof of event and risk management practices, such as risk management plan, noise management, traffic management and compliance to environmental health requirements.

Long term users of built facilities may enter into a lease agreement with the City; however the City determines whether a lease is appropriate for a particular building.

The cost of the hire is determined in accordance with the City's Schedule of Fees and Charges. The Schedule is reviewed annually.

Waterways and Crown Land

The use and hire of waterways; and reserves or facilities on crown land is subject to two separate approvals. The first approval required is from the State Government (Minister for Lands) as the land owner. The second approval required is from the City of South Perth as the land manager. Each application is to be made separately to the relevant authority.

Events on Reserves and in Facilities

The City of South Perth is committed to developing and supporting events that provide entertainment and leisure opportunities for the community to enjoy. An event is defined as 'a planned and organised occasion'.

Approval is required for the use of City of South Perth managed reserves and facilities for events. The event will be assessed in relation to the impact it may have on the venue and surrounding area. Considerations may include the number of people attending the event, other activities taking place in the area, the availability of parking facilities and the possible impact of the event on the facility itself, facility users and local residents.

Events are classified into six main categories according to their respective characteristics, [these categories are:](#)

1. Minor Private Event
2. Major Private Event
3. Minor Community Event
4. Major Community Event
5. Minor Commercial Event
6. Major Commercial Event

The operational guidelines associated with the above event categories are listed in the City's Management Practice M106 – 'Use of City Reserves and Facilities'. These operational guidelines are used by the City when assessing reserve and facility booking applications to determine the event requirements according to the respective event characteristics (i.e. the scale and scope of an event). For example, smaller scale events will require basic event and risk management planning, namely: site plan, basic risk management plan, noise management plan, public liability coverage and liquor permit. Whereas larger scale events will require the applicant to submit evidence of more rigorous event and risk management planning, namely: site plan, advanced risk management plan, noise management plan, public liability insurance coverage, liquor consumption permit, liquor licence, resident notification letter, parking and traffic plan, crowd control plan, first aid plan, food and beverage plan, amenities/toilets plan and waste management plan.

The overall intent is to maximise the positive impacts on the community resulting from use of the City's reserves and facilities (i.e. activation of public spaces; improve social connectedness; and promote participation in physical activity and events); and minimise negative impacts (i.e. damage to reserves or facilities; anti-social behaviour; and conflicts between reserve/facility users and the surrounding community through excessive noise, parking issues etc.).

Regular Use of Reserves by Sporting Groups

The City maintains a number of ovals that are designed to accommodate particular sports. The City may enter into agreements with sporting groups for the regular use of these ovals during the appropriate season for each sport. The City will determine the cost of the hire from the rates set out in the City's Schedule of Fees and Charges.

The City does not charge hire fees for active or passive reserve use by junior sporting clubs based in the City of South Perth or to primary schools based in the City of South Perth. Player fees for seasonal use are applicable to secondary schools and private schools/colleges based in the City of South Perth.

Regular use of sports reserves within the City are prioritised as follows:

1. City of South Perth based incorporated not for profit clubs/groups
2. City of South Perth based public schools
3. City of South Perth based private schools and colleges
4. Not for profit incorporated clubs/groups outside the City of South Perth
5. All schools based outside the City of South Perth

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Policy Number:	P106	Relevant Council Delegation:	N/A
Council Adoption:	03/05	Relevant Delegation:	N/A

Sports Oval Floodlights

The City maintains a number of ovals, parks, reserves and facilities which are made available to be used or hired by personal trainers, sporting clubs, social groups, informal groups or individuals.

Unless otherwise approved by the City:

- Sports oval floodlighting will only be considered at designated sports ovals within the City.
- The Australian Standard recommendations for sports lighting will provide the standard requirements for sports lighting in the City.
- **Floodlighting will provide for** either training purposes or competition match play; or a combination of both, as determined by the level of play required at each sporting oval.
- **The need and priority of sports floodlighting installation, provision, upgrade and replacement will be determined by the City.**
- **Priority of lighting will be higher for activities that are shared by multiple user groups.**
- **Consultation with local residents will be determined by the proposed level of change to the current floodlighting provision or where new provision is proposed and there is a potential impact to nearby residential amenity. If a need for community consultation is required and where not addressed through a Development Application process then a consultation process will be undertaken.**
 - **Costs and usage of City managed floodlights will be in accordance with the City's Annual Fees and Charges Schedule based on 100% cost recovery**

Legislation/ Local Law Requirements

- City of South Perth Public Places and Local Government Property Local Law 2011
- Environmental Protection (Noise) Regulations 1997
- Swan and Canning Rivers Management Regulations 2007
- Liquor Control Act 1988

Other Relevant Policies/ Key Documents

P609: Management of City Property
Management Practice M106 Use of City Reserves and Facilities
City of South Perth Schedule of Fees and Charges
City of South Perth Permit Conditions
City of South Perth Strategic Plan 2017-2027
Personal Trainer Application Guidelines 2018
Special Event Application Guidelines 2018
City of South Perth Conditions of hire
Department of Health

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Policy Number:	P106	Relevant Council Delegation:	N/A
Council Adoption:	03/05	Relevant Delegation:	N/A

Policy P107 ~~Disability Access~~ Access and Inclusion

Responsible Business Unit/s	Community, Culture and Recreation
Responsible Officer	Manager Community Culture and Recreation
Affected Business Unit/s	Community Culture and Recreation

Policy Objectives

The City of South Perth is committed to ensuring that the community is an accessible and inclusive one. The City is actively creating a place where all people feel welcome and where the diverse needs and aspirations of all people are respected equally.

~~The City of South Perth recognises that people with disability, their families and carers comprise a significant and important part of the community. The City is committed to compliance with the Western Australian Disability Services Act 1993 and the Commonwealth Disability Discrimination Act 1992 and will endeavour to ensure that its services, facilities, practices and planning strategies are accessible to, and include people with disability.~~

Policy Scope

This Policy applies to all ~~members of the community~~ ~~people with disability~~ within the City and ensures all City employees consider ~~people with a~~ ~~optimising access and inclusion~~ ~~disability~~ in their service delivery and planning.

Policy Statement

The City of South Perth will meet its commitments under the Disability Services Act through the adoption, implementation and annual review of a Disability Access and Inclusion Plan that ensures the organisation will aim to achieve the following outcomes.

- People with disability have the same opportunities as other people to access the services of, and any events organised by, the City of South Perth.
- People with disability have the same opportunities as other people to access the buildings and other facilities owned and managed by the City of South Perth.
- People with disability receive information from the City of South Perth in a format that will enable them to access the information as readily as other people are able to access it.
- People with disability receive the same level and quality of service from the staff of the City of South Perth as other people receive from the staff.
- People with disability have the same opportunities as other people to make complaints/give feedback to the City of South Perth.
- People with disability have the same opportunities as other people to participate in any public consultation undertaken by the City of South Perth.
- People with disability are employed by the City of South Perth.
- To provide information, opportunities and encouragement to raise the awareness of the community regarding disability, access and inclusion.

Legislation/ Local Law Requirements

Western Australian Disability Services Act 1993 (amended 2004)

AS 1428 (Design for Access and Mobility)
Building Code of Australia

Disability (Access to Premises - Buildings) Standards 2010
Commonwealth Disability Standards for Accessible Transport 2002 (amended 2010)
City of South Perth Disability Access and Inclusion Plan

Other Relevant Policies/ Key Documents

P501: Paths - Provision and Construction
City of South Perth Strategic Community Plan 2017-2027

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Policy Number:	P107	Relevant Council Delegation:	N/A
Council Adoption:	26/07/11	Relevant Delegation:	N/A

Strategic Direction 1 Community

Policy P108 Honorary Freeman of the City

Responsible Business Unit/s	Chief Executive Officer
Responsible Officer	Chief Executive Officer
Affected Business Unit/s	Chief Executive Officer, Governance and Administration

Policy Objectives

This Policy stipulates the procedure for the nomination, selection and awarding of the title ~~to a person designated as~~ 'Honorary Freeman of the City of South Perth' ~~to a person~~.

Policy Scope

This Policy ~~permits the title 'Honorary Freeman of the City of South Perth' to be bestowed upon any person applies to the wider community and awards people who have~~ has served the City of South Perth community in an exceptional and meritorious manner, and whose activities have substantially improved the quality of life of the City's residents. ~~been important and active members of the South Perth community.~~

Policy Statement

Subject to the eligibility and selection criteria of this policy being met, Council may, by ~~a~~ Absolute ~~m~~ Majority, decide to ~~confer the title of 'Honorary Freeman of the City' on any person. The title shall be reserved for persons who have rendered exceptional service to the South Perth community. This prestigious honour will not be awarded regularly but only on rare and exceptional occasions.~~

The process for nomination and selection of a person for the award of the title 'Honorary Freeman of the City of South Perth' is as follows:

1. Eligibility

Nominees for selection must ordinarily be a resident of the City of South Perth and must have given distinguished service to the community, preferably in more than one capacity. A current ~~c~~ Council ~~Elected~~ ~~m~~ Member cannot be nominated for the award.

2. Selection Criteria

Nominees will be judged on their record of service to the community on the basis of the following criteria:

- ~~(a)~~ Length of service in a field (or fields) of activity;
- ~~(b)~~ Level of commitment to the field (or fields) of activity;
- ~~(c)~~ Personal leadership qualities;
- ~~(d)~~ Benefits to the community of ~~the City of~~ South Perth but including more broadly to the State of Western Australia or to the nation resulting from the nominee's work; and,
- ~~(e)~~ Special achievements of the nominee.

3. Nomination Procedure

~~In order to preserve the integrity and importance of bestowing the honour of 'Honorary Freeman of the City' upon any individual, the following procedure shall be adopted:~~



- Nominations must be **in the form of a written submitted submission** to the Chief Executive Officer or the Mayor on the **approved form** for initial consideration by the Audit, Risk and Governance Committee;
- Nominations for **the Award- an 'Honorary Freeman of the City'** are to **clearly outline, in chronological order the history of community service of the person being nominated**;
- Nominations may be made by individuals or organisations but must be sponsored by a Council member of the City of South Perth;
- The sponsoring Council member is entitled to attend the meeting of the Audit, Risk and Governance Committee which is considering the nomination;
- Nominations must be made in the strictest confidence without the knowledge of the nominee;
- On receipt of a nomination the Chief Executive Officer will circulate a copy of the nomination and any supporting information to all Council members;
- On receipt of the nomination and supporting information, Council members must **consider the proposal for have** at least two weeks **to consider the proposal**;
- **If a** Council members **is** in support of the nomination **then they** may make **a** written submissions outlining the reasons for their support of the nomination;
- **If Where** a Council member is not in favour of the **proposal nomination** then the Council member must:
 - (i) lodge a written submission to the Chief Executive Officer (CEO), outlining reasons why the nomination should not be supported. The CEO will provide a copy of the submission to all members of the Audit, Risk and Governance Committee; and
 - (ii) attend the appropriate meeting of the Audit, Risk and Governance Committee to present the reasons for their submission.
- Council members who do not formally respond by lodging a written submission to the CEO are presumed **not to object accept to** the nomination;
- The Audit, Risk and Governance Committee may recommend to Council that the title 'Honorary Freeman of the City' be conferred on the nominee, if it considers that it is appropriate to do so. The recommendation by the Committee shall be treated as confidential business.

4. Confidentiality

The nomination and consideration of proposals to award the title of 'Honorary Freeman of the City' shall be dealt with in **the** strictest confidence. Any decision of Council to adopt a recommendation of the Committee requires an **Absolute Majority decision**. When Council meets to consider the Committee's recommendation it **may will** close the meeting to members of the public and **the** reports concerning the nomination procedure shall be deemed to be confidential items pursuant to section 5.23(2) of the *Local Government Act 1995*.

5. Awarding the Title

Once a nomination has been accepted by Council, the nominee shall be contacted by the CEO on a confidential basis to determine whether the award will be accepted. Should a nominee decline to accept the Award all Council members will be informed and the matter will lapse. On confirmation of this acceptance any person or organisation involved in the nomination procedure shall be informed of the decision and a suitable media statement may be prepared for release under the Mayor's name.

Conferral of the title shall be carried out at a formal Council function. The CEO, in consultation with the Mayor, will decide the occasion and format of the conferral ceremony.

The successful nominee will receive an illuminated framed certificate and Freeman of the City honorary badge and presentation box which confirms their status as Honorary Freeman of the City. Thereafter they will be invited to attend all civic functions of the City.

LEGISLATION/ LOCAL LAW REQUIREMENTS

Not Applicable

OTHER RELEVANT POLICIES/ KEY DOCUMENTS

City of South Perth Strategic Community Plan 2017-2027

Page 2 of 3

Policy Number: P108
Council Adoption: 22/02/05

Relevant Council Delegation: N/A
Relevant Delegation: N/A

Nomination for the Award of 'Honorary Freeman of the City of South Perth'

Nominee: _____

Sponsor/s: _____

Reasons for Nomination:



Policy P609 Management of City Property

Responsible Business Unit/s	Governance, Financial Services
Responsible Officer	Manager Governance and Marketing, Manager Financial Services and Manager Community Culture and Recreation
Affected Business Unit/s	Community Culture and Recreation, Financial Services, Governance, City Environment

Policy Objectives

The City has a considerable and diverse property portfolio. Property assets are an important corporate resource that must be managed in an integrated manner in order to align with and support the City's vision, objectives and goals in an efficient and sustainable manner.

This policy ensures that the City has a framework which enables it to review, identify, name and evaluate Council owned property, ensuring that any property that is disposed of by lease or sale is undertaken in a consistent, fair and transparent manner.

Policy Scope

The policy will affect the organisations leasing City buildings and all staff involved with City buildings and the naming, leasing and sale of land process.

Policy Statement

Naming of City Facilities and Buildings

This policy provides guidance for the naming of City of South Perth facilities. *City facilities* and buildings owned by the City of South Perth on City owned or Crown land.

Where appropriate, the Council may consider naming facilities and buildings, in honour of persons considered to have made an outstanding contribution to the community, worthy of such an honour.

The following process should be followed by Council, in a confidential manner until finalised.

Shortlisted names will be assessed against the below criteria and presented to the Council for consideration.

The criteria for shortlisted names could include:

- Prominent South Perth identities, including pioneering families and persons with historical connections to South Perth;
- Persons who have made a significant contribution to and have had a long term association with the South Perth community;
- Traditional indigenous names relevant to a site or locality or with a relevant meaning
- Names that represent any relevant South Perth landmarks, flora or fauna.

Where a person's name is involved, approval will be sought from the person proposed to being honoured or their family, prior to the name being presented to the Council for consideration.

Commemorative Plaques

The City may allow friends or relatives of a deceased person who had a significant connection with the City to install a commemorative plaque on City controlled land. The City's officers may decide to allow the installation of a commemorative plaque on an approved structure or tree only, in accordance with Management Practice M111 Placing of Memorials on Public Open Space, Road Reserves and Streetscapes.

Leasing of City Property

The City will negotiate the lease of City buildings with the principles set out in this policy.

The City shall consider the following criteria in assessing a Council property with respect to usage and potential leasing:

- Community benefit assessment
- Alignment and contribution of the property towards to the achievement of the Council's strategic objectives
- Assessment of present utilisation of asset
- Consideration of potential opportunities for future utilisation the asset
- Determine capacity for City to properly maintain and manage the property
- Consideration of statutory influences and heritage / conservation value
- Consideration of financial return to the Council

Not for Profit Sporting Organisations

Leases will be negotiated consistently with the following principles:

1. Leases will be granted for a period of 5 years with a 5 year option to provide sporting clubs with security of tenure and the ability to attract funding;
2. Leases to be for an annual rental amount which is calculated using the following formula:
 - ~~0.01%~~ 0.1% of the insured value of the facility or a minimum of \$1,000 per annum.
3. All groups will be required to adhere to the 'Property Maintenance Schedule' for the respective facility; a document which sets out the responsibilities of both parties (The City and the Lessee).

Kindergartens Operated by Not for Profit Organisations

Leases will be negotiated consistently with the following principles:

- Leases will be for 5 years with a 5 year option.; and
- Leases will be offered for a peppercorn rental.
- These groups will be required to adhere to the 'Property Maintenance Schedule'.

Not for Profit Community Associations / Government bodies, Committees and Associations

Leases will be negotiated consistently with the following principles:

- Leases will be for a maximum period 5 years with a 5 year option years; and
- Leases may be negotiated on a case by case basis for a rental amount which is calculated using the following formula:
 - ~~0.01%~~ 0.1% of the insured value of the facility or a minimum of \$1,000 per annum.
- The City may by resolution of council grant a donation in subsidy of the rental amount where the proposed tenancy would provide a demonstrable benefit to the community of South Perth; and

Commercial Organisations

Leases will be negotiated consistently with the following principles:

- Leases will be for a maximum period of twenty one years and
- Leases will be for a rental amount reflective of an independently market valuation of the premises, taking into account the nature of the business enterprise.

Page 2 of 3

Policy Number: P609
Council Adoption: 28/05/13

Relevant Council Delegation: DC609 Leases and Licences
Relevant Delegation: N/A

Sale of City Property

Sale / Disposal

The following criteria shall be taken into consideration to determine whether a property is surplus to Council requirements and identified for disposal:

- Whether the land is no longer used or is not used for a purpose associated with service provision by Council.
- Whether the land (if being used for a Council service) has a net realisable value which is significantly greater than the cost of re-establishing the service on another site.
- Whether the land does not contribute to the achievement of a Council's current objective.
- Whether the land if retained has no strategic significance to the Council on a long term basis.

The above criteria will be taken into consideration where a property has an independent market valuation in excess of \$250,000.

Legislation/ Local Law Requirements

Section 3.58 and 3.59 of the Local Government Act 1995.

Other Relevant Policies/ Key Documents

P106: Use of City Reserves and Facilities
City of South Perth Strategic Plan 2017-2027

Page 3 of 3

Policy Number: P609
Council Adoption: 28/05/13

Relevant Council Delegation: DC609 Leases and Licences
Relevant Delegation: N/A

Strategic Direction

Leadership

Policy P669 Elected Member Development

Responsible Business Unit/s	Governance
Responsible Officer	Manager Governance and Administration, Chief Executive Officer
Affected Business Unit/s	Governance

Policy Objectives

The City of South Perth (the City) encourages Elected Members to attend conferences, seminars and training development programs to ensure their ongoing professional development and acquisition of relevant skills and knowledge to assist in their capacity as Elected Member. This policy sets the framework for Elected Members and attendance at conferences, seminars and training development programs and courses.

Policy Scope

This Policy provides guidance to the Mayor, Elected Members and Chief Executive Officer (CEO) in relation to conferences, seminars and training development programs and courses.

Policy Statement

This policy should be read in conjunction with Policy P667 Member Entitlements.

Attendance at Conferences, Seminars, Training Development Programs and Courses

The Mayor is to be provided an annual allocation of \$8,000 to attend conferences, seminars, training development programs and courses, professional development luncheons and networking events.

Each Elected Member is to be provided an annual allocation of \$5,000 to attend conferences, seminars, training development programs and courses, professional development luncheons and networking events

Each conference, seminar, training development program and course, professional development luncheon and networking event must be related to a subject matter that will enhance the professional development, knowledge and skills in their capacity as Elected Members. The Chief Executive Officer retains final discretion in determining the suitability of the above.

The allocation is per financial year and is not permitted to be exceeded. Elected Members will not be registered for any event where there is insufficient funding available.

Any surplus funds in an Elected Members allocation at the end of each calendar- financial year will be deemed unused and forfeited.

The annual allocation amount shall be inflated by the Consumer Price Index (all Perth Groups) on 1 January each year and rounded to the nearest \$100.



- The Mayor and Elected Members attending the Western Australian Local Government Association State Conference
- Each Elected member completing the Australian Institute of Company Directors Course
- Specific introductory WALGA courses.
- Any training or event specifically arranged for by the Chief Executive Officer

Travel interstate is not permitted within three (3) months of an Elected Members expiry of term of office.

No more than two Elected Members may attend the same Interstate Conference or Seminar. Attendance of three or more Elected Members at an interstate Conference or Seminar will require specific Council approval.

The CEO must obtain the written approval of the Mayor before travelling to courses, conferences or seminars in the course of his or her duties:

- (a) within Australasia;
- (b) to a conference or other scheduled event that will keep the CEO away from the City for three or more days.

Where an Elected Member or CEO proposes to travel outside Australasia in the course of their duties they must obtain the approval of Council (by way of resolution)

The Chief Executive Office will be responsible for organising all arrangements related to Elected Member training and development.

Standard of Travel

All air travel for Elected Members and CEO will be economy class or equivalent unless otherwise approved by a resolution of Council made prior to travel.

Standard of Accommodation

All accommodation for the Elected Members and CEO while travelling interstate or overseas will be at or within reasonable proximity of the conference venue.

Other accommodation arrangements may be approved in writing by the CEO provided that there is no significant extra cost to the City.

Expenses

The reasonable expenses of Elected Members and Chief Executive Officer incurred in the performance of their duties whilst travelling shall be paid for by the City in line with adopted Management Practices.

Information and Reporting

An Elected Member or who travels under this policy must provide to the CEO:

- (i) a copy of the conference papers and / or other relevant information they obtained during the course of the conference or study tour; and,
- (ii) a report of no more than two pages describing the significant outcomes of the conference or study tour.

Legislation/ Local Law Requirements

Not Applicable

Other Relevant Policies/Key Documents

P667: Member Entitlements
City of South Perth Strategic Plan 2015-2025

Strategic Direction 6

Governance, Advocacy and Corporate Management

Policy P696 Related Party Transactions

Responsible Business Unit/s	Governance and Marketing Financial Services
Responsible Officer	Director Corporate Services and Manager Finance Governance and Marketing
Affected Business Unit/s	All Business Units

Policy Objectives

This Policy objective is to ensure that the City of South Perth’s financial statements contain disclosures necessary to comply with the Australian Accounting Standard AASB 124 – Related Party Disclosures, which draw attention to the possibility that our financial position may have been affected by the existence of transactions with related parties and outstanding balances and commitments with such parties.

Policy Scope

This policy is to be applied in:

- a) Identifying related parties and their responsibilities;
- b) Identifying related party transactions;
- c) Identifying the circumstances in which disclosure is required;
- d) Identifying ordinary citizen transactions (OCT);
- e) Systems to capture and record related party transactions and their terms and conditions;
- f) Determining the disclosures to be made about those items in the general purpose financial statements for the purpose of complying with the AASB 124.

Policy Statement

AASB 124 is the Australian Accounting Standard that provides ‘*a framework for reporting relationships between the key decision makers in a reporting entity and the reporting entity. This relationship is commonly described as “related Party”.*’

Related party transactions are a normal feature of commerce; however they can affect the profit or loss, financial position and cash flows of an entity. Related parties may transact with an entity’s transactions, outstanding balances (including commitments) and relationships with related parties may affect assessments of its operations by users of the financial statements.

This Policy aims to enhance transparency and accountability, rather than detect fraud or misconduct and defines the parameters and level of disclosure and reporting required in order for the City to achieve compliance with the Australian Accounting Standard AASB 124 – Related Party Disclosures.



Definitions and Requirements

a) Identifying related Parties

- Key Management Personnel (KMP) is defined in AASB 124 as persons having the authority and responsibility for planning, directing and controlling the activities of the City, directly or indirectly. At the City of South Perth, this would be the Mayor and Councillors and the Executive Team (Chief Executive Officer and Directors);
- Entities related to City of South Perth where the City has control or joint control, with significance influence (regional Council such as Rivers Regional Council etc.);
- Close family members of KMP who may be expected to influence, or be influenced by the KMP, in their dealings with the City, and even wider if there is a strong personal connection, examples include:
 - a) That person's children and spouse or domestic partner;
 - b) Children of that person's spouse or domestic partner;
 - c) Dependants of that person or that persons spouse or domestic partner
- Entities that are controlled or jointly controlled by KMP or their close family members.

b) Identifying related party transactions

A related Party Transaction is a transfer of resources, services or obligations between the City of South Perth and a related party, regardless of whether a price is charged.

c) Identifying the circumstances in which disclosure is required

AASB 124 contains disclosure requirements to enable users of financial statements to understand the potential effect of the relationship on the financial statement.

Key requirements are detailed below.

1. KMP Compensation in aggregate and for each of the following categories:
 - a) Short-term employee benefits, such as wages, salaries, paid annual leave, paid sick leave, bonuses, non-monetary benefits, such as use of motor vehicles and free and/or subsidized goods or services;
 - b) Post-employment benefits, including superannuation, pensions, other retirement benefits,
 - c) Other long-term employee benefits, including long service leave
 - d) Termination benefits
2. Relationships between council and its subsidiaries, irrespective of whether there have been transactions between them.
3. Amounts incurred by council for the provision of KMP services that are provided by a separate management entity.
4. Where related party transaction have occurred (this is for all categories of related parties including related entities, KMPs, KMPs' close family member/controlled entities and any other related parties council has identified):
 - a) The nature of the related party relationship;
 - b) Information about the transactions, outstanding balances and commitments including terms and conditions;

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Policy Number: P696
Council Adoption: 26/09/2017

Relevant Council Delegation:
Relevant Delegation:

The types of transactions to be disclosed include but are not limited to:

- Purchase/sales and lease of goods, property and other assets
- Rendering or receiving of goods, services, property and other assets.
- Guarantees given or received
- Commitments
- Loans and settlements of liabilities
- Expense recognised during the period in respect of bad debts
- Provisions for doubtful debts relating to outstanding balances.

At a minimum, disclosures shall include:

- a) The amount of the transactions, including transactions with no value (e.g. Pro bono work);
- b) The amount of outstanding balances, including commitments, and:
 - i. their terms and conditions, including whether they are secured, and the nature of the consideration to be provided in settlement; and
 - ii. details of any guarantees given or received;
- c) Amounts written off during the period with respect to bad or doubtful debts due from related parties

5. Separate disclosure for each category of related party.

d) Ordinary Citizen Transactions (OCT)

These transactions are those that an ordinary citizen would undertake with Council (Ordinary Citizen Transaction OCT), such as immaterial transactions undertaken on arm's length terms and in the ordinary course of carrying out Council's functions and activities, in similar terms and conditions to other members of the public.

OCTs are not material transactions because of their nature, and therefore they will be excluded from being recorded as a related party transaction. However, if the OCTs were to occur on terms and conditions that are different to those offered to the general public, then the transaction may become material.

Ordinary Citizen Transactions include but are not limited to the following:

- Use of Council's facilities such as George Burnett Leisure Centre, halls and venues, libraries, parks, ovals and other public open spaces after paying the normal user charges in accordance with the City's schedule of Fees and Charges (including any bonds or deposits associated with the hire and use of the facility);
- Access for information after paying the normal fee in accordance with the City's schedule of Fees and Charges;
- Lodgement of statutory forms and applications after paying the normal fee in accordance with the City's schedule of Fees and Charges;
- Infringements subject to the normal City of South Perth terms and conditions;
- Rates, rubbish services levies and services charges paid subject to the normal City of South Perth conditions;
- Attending City functions that are open to the public

e) Systems to capture and record related party transactions;

The attached Related Party Disclosure declaration forms must be completed by all Council members, the Chief Executive Office and Directors of the City who were elected or employed at any time during the financial year.

Declarations will be required:

- a) Annually and
- b) At points of resignation or appointment of a Key Management Person e.g. prior to any ordinary or extraordinary election

f) Determining the disclosures to be made about those items in the general purpose financial statements for the purpose of complying with the AASB 124.

Generally, related party disclosures in the annual financial reports are reported in aggregate and as such, individuals are not specifically identified nor a specific transaction. Management is required to exercise judgement in determining the level of detail to be disclosed based on the nature of a transaction or collective transactions and materiality

Individuals may be specifically identified and separate disclosure may be necessary for an understanding of the effects of related party transactions on the financial statements, if the disclosure requirements of AASB 124 – Related Party Disclosures so demands.

As the disclosures will form part of the financial statements, they will be subject to audit by the external auditors

Legislation/ Local Law Requirements

Australian Accounting Standard AASB 124 – Related Party Disclosures

Other Relevant Policies/ Key Documents

Related Party Disclosures (Department of Local Government and Communities)

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Policy Number: P696
Council Adoption: 26/09/2017

Relevant Council Delegation:
Relevant Delegation:

AASB 124 – “RELATED PARTY DISCLOSURES”

RELATED PARTY DISCLOSURES - DECLARATION

As per requirements of AASB 124 Related Party Disclosures, and Business Operating Procedure – Related Party Disclosures.

The following declaration must be completed by all Council members, the Chief Executive Officer and Directors of the City of South Perth who were elected or employed at any time during the financial year.

Disclosure Period (Quarter Ended):	
Person making disclosure:	
Position held by person: e.g. Councillor, Director	

1. CLOSE MEMBERS OF THE FAMILY

Name of Family Member	Relationship to you



AASB 124 – “RELATED PARTY DISCLOSURES”

2. ENTITIES THAT I, OR A CLOSE FAMILY MEMBER CONTROLS OR JOINTLY CONTROLS

Name of Entity	Name of person who has control/nature of control



AASB 124 – “RELATED PARTY DISCLOSURES”

3. ORDINARY CITIZEN TRANSACTIONS – NOT PROVIDED AT ARMS LENGTH

Did you or any member of your close family use facilities provided by the City of South Perth, attend any event at the City of South Perth, use any other council provided facility AND you received a discount or special terms that would not otherwise be offered to any other member of the public?

Name of person using the facility	Service/Facility used	Nature of transaction	Nature of discount or special conditions received.

4. LEASING AGREEMENTS - DOMESTIC RESIDENTIAL

Did you, a close family member or related entity, enter into a lease agreement with the City of South Perth (either as lessee or lessor) for the provision of a domestic rental property (Includes properties owned by the City of South Perth and privately owned properties sub-leased through the City of South Perth from a real estate agent)? Did you receive or provide a discount or special terms that would not otherwise be offered to any other member of the public?

Name of Person party to the lease	Property Address	Term of Lease & Weekly rent	Detail of any non-arms length conditions



AASB 124 – “RELATED PARTY DISCLOSURES”

5. LEASING AGREEMENTS - COMMERCIAL

Did you, a close family member or related entity, enter into a commercial leasing agreement with the City of South Perth for the provision of a commercial property? Did you receive a discount or special terms that would not otherwise be offered to any other member of the public?

Name of person party to the lease	Property Address	Term of Lease & Weekly rent	Detail of any non-arms length conditions

6. TRADING ARRANGEMENTS

Were you or a close family member (as defined above) the owner of any business (or in a position to substantially control the business) that provided goods or services to the City of South Perth? Were those goods or services provided on the same terms and conditions as those available to any other customer? If not, please provide details of the specific terms provided to the City of South Perth.

Business name	Goods or services provided	Approximate value for the reporting period	Terms & conditions



AASB 124 – “RELATED PARTY DISCLOSURES”

7. OTHER AGREEMENTS (Construction, Consultancy, Service Contracts)

Did you, a close family member or related entity, enter into any other agreements/arrangements with the City of South Perth (whether or not a price was charged)?

This may include (but is not limited to): construction contracts, consultancy services, service contracts (such as cleaning, maintenance, security).

For e.g. a company that a close family member controls, was awarded a contract with the City of South Perth for building a new office facility.

Name of person or business/company	Nature of agreement	Value of agreement	Terms & conditions



AASB 124 – “RELATED PARTY DISCLOSURES”

8. PURCHASE OF PROPERTY

Did you, a close family member or related entity, purchase any property or other assets from the City of South Perth? (This may include vehicles or other plant items, land or buildings).

Was the purchase made at arms length (for e.g. at public auction), and on terms and conditions available to any other member of the public? If not, please provide details of the specific terms provided to you.

Name of person or entity name	Property purchased	Value of the purchase	Terms & conditions

9. SALE OF PROPERTY

Did you, a close family member or related entity, sell any property or other assets to the City of South Perth? (This may include vehicles or other plant items, land or buildings).

Was the sale made at arms length, and on terms and conditions available to any other member of the public? If not, please provide details of the specific terms provided.

Name of person or entity name	Property sold	Value of the sale	Terms & conditions



AASB 124 – “RELATED PARTY DISCLOSURES”

10. FEES & CHARGES FOR APPLICATIONS

Did you, a close family member or related entity, make an application to Council for a trading, building, planning or development application, licence or approval, or any other type of permit or licence?

Name of person or entity name	Application type	Application and/or receipt number

11. SELF SUPPORTING LOANS

Did you, a close family member or related entity, enter into a loan agreement with the City of South Perth? For e.g. a club for which you have control

Name of person or entity name	Loan details	Value of the loan	Terms & conditions

12. OTHER AGREEMENTS

Please list any other agreement or arrangement you believe is a related party transaction and should be declared.

Name of person or business/company	Nature of agreement	Value of agreement	Terms & conditions



AASB 124 – “RELATED PARTY DISCLOSURES”

I declare that all information and details provided in this form are true and correct to the best of my knowledge and belief and that no known relevant information has been omitted.

I have made this declaration after reading the information supplied by Council which details the meaning of the definitions to which this declaration relates.

SELECT OPTION 1: Handwritten Signature

Signed: _____ Date: ____/____/____

OR

SELECT OPTION 2: Electronic Signature

This form can be sent by email to the Governance Officer provided the email is sent by the person making the disclosure from their work or personal (e.g. crsmith@southperth.wa.gov.au) email account.



City of South Perth

Risk Management Strategy - 2018

A City of active

places and beautiful spaces

Civic Centre Cnr Sandgate St & South Tce, South Perth WA 6151
Phone 9474 0777 **Email** enquiries@southperth.wa.gov.au
www.southperth.wa.gov.au



Risk Management Strategy – 2018-2020

Risk Management Strategy – 2018-2020

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1. INTRODUCTION

The City of South Perth (City) provides a diverse range of services to our residents. The City is required to plan for and manage change; deliver on its objectives within the context of population, climate and urban change as well as increased legislative and regulatory compliance obligations and financial accountability.

It is incumbent on the City to understand the internal and external risks that may impact on the delivery of its organisational goals and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for Council, staff and the community. Therefore, the City is committed to promoting an organisational culture where risk management is embedded in all activities and business processes.

The Australian/New Zealand ISO Standard on Risk Management describes risk as “the effect of uncertainty on objectives”. Risk is the probability of an internal or external situation (an incident) having the potential to impact upon the City; preventing the City from successfully achieving its objectives, delivering its services or capitalising on its opportunities. Risks are an everyday occurrence that could potentially impact on the City’s ability to meet its obligations to stakeholders and the community. The City recognises that while some risks cannot be fully eliminated they can be identified, controlled and managed to an acceptable level.

Risk management is defined as “the coordinated activities to direct and control an organisation with regard to risk”. The City’s Risk Management Strategy is aligned to the ISO Standard AS/NZS 3100:2009 and shall be applied to all activities of the City.

The City undertakes proactive risk management because:

- It is good practice to understand the strategic and operational risks and opportunities facing the City in order to make informed decisions and meet organisational and strategic goals;
- Council provides critical services and infrastructure to the residents and visitors of this municipality; and
- Council has service agreements and contractual obligations with government and non-government agencies and organisations.

This Strategy is designed to provide the architecture for a common platform for all risk management activities undertaken by the City, from individual functional, process or project based assessments to whole-of-organisation assessments, with the aim of enabling comparative analysis and prioritisation of those assessments either individually or cumulatively.

Risk Management Strategy – 2018-2020

2. SCOPE

The primary objective of the Risk Management Strategy is to support the achievement of the City's strategic objectives contained in the Strategic Community Plan 2017 – 2027 and safeguard the City's resources, people, finance, property, knowledge and reputation through:

- Provision of a structured and consistent approach to identifying, rating, mitigating, managing and monitoring risks;
- Assisting decision makers to make good management decisions within an environment of tolerable strategic and business risk limits, including identifying and leveraging opportunities;
- Using a risk profile to challenge and inform strategic decisions;
- An environment where staff understand and assume responsibility for managing the risks for which they are responsible and the controls to mitigate those risks;
- Provision of relevant, timely information across clear reporting structures;
- Independent assurance and audit activities to provide feedback to management that quality; and
- Ensuring processes and controls are in place and are effective.

3. PRINCIPLES

The City commits to the following principles:

- **Creates and protects values**
Risk Management contributes to the achievement of objectives and improvement of performance in such areas as corporate governance, employee health and safety and project management.
- **Is an integral part of all organisational processes**
Risk Management is not a stand-alone activity performed in isolation; rather it is an integral part of our governance framework, performance management, planning and reporting processes.
- **Is part of decision making**
Risk Management helps decision makers make informed choices, prioritise actions and distinguish among alternative courses of action.
- **Explicitly addresses uncertainty**
Risk Management explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed.
- **Is systematic, structured and timely**
A systematic, timely and structured approach to risk management contributes to efficiency and to consistent, comparable and reliable results.
- **Is based on the best available information**
Risk Management should draw on diverse resources on information such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgement to make evidence based decisions. As decision makers we should take into account any limitations of data or modelling used or the possibility of divergence among experts.
- **Is tailored; aligned to the organisation's context and risk profile**
Risk Management aligns with the internal and external environment within which the City operates, and in the context of its risk profile.
- **Takes human and cultural factors into account**
Risk Management recognizes that the capabilities, perceptions and aims of people (internal and external) can aid or hinder the achievement of objectives.

Risk Management Strategy – 2018-2020

- **Is transparent and inclusive**
Risk Management requires appropriate and timely involvement of stakeholders to ensure that it stays relevant and up to date. Involving stakeholders in decision making processes enable diverse views to be taken into account when determining risk criteria.
- **Is dynamic, iterative and responsive to change**
Risk Management senses and responds quickly to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change and others disappear.
- **Facilitates continual improvement of the organisation**
Risk Management facilitates continuous improvement of our operation by developing and implementing strategies to improve risk management maturity alongside all other aspects of the organisation.

4. OUR APPROACH TO RISK MANAGEMENT

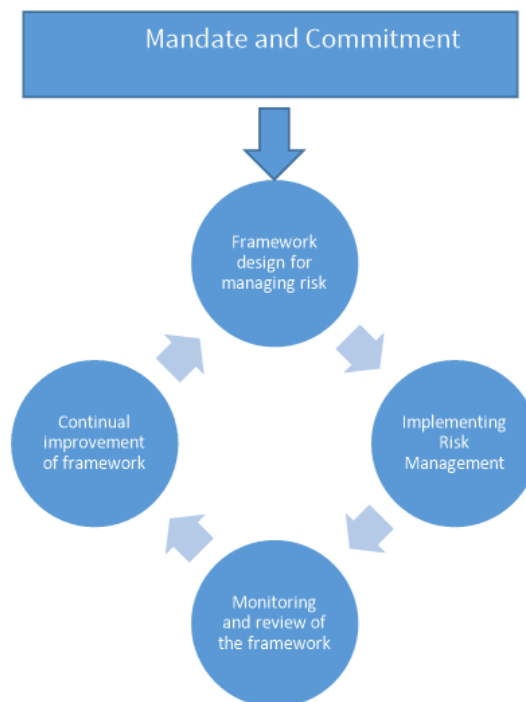
Organisational Context

Local Government is a complex, multi business enterprise that has constant conflicts in allocating limited resources to build and maintain infrastructure and deliver community programs. The Strategy is an important tool to assist in making consistent decisions in a strategic, operational and project context. For the Strategy to work, both internal and external factors must be considered as they will influence the way in which objectives are set and priorities are determined.

The political, social economic, legal and physical environments are important in the day-to-day operation of the City. It is essential that the internal and external environment within which activity is conducted is adequately understood if the subsequent steps of the process are to have a meaningful context.

Mandate and Commitment

Ensuring the ongoing effectiveness of Risk Management requires strong and sustained commitment by management of the City as well as strategic and rigorous planning to achieve commitment at all levels.



Risk Management Strategy – 2018-2020

Alignment to the Strategic Community Plan 2017-2027

The key strategic document for the City is our Strategic Community Plan 2017 – 2027 which identifies the following aspirations:

1.	Community	A diverse, connected, safe and engaged community.
2.	Economy	A thriving City activated by innovation, attractions and opportunities.
3.	Environment (Built and Natural)	Sustainable urban neighbourhoods
4.	Leadership	A visionary and influential local government

The City’s commitment to the management of risk is evident in the following high level outcomes and strategies to meet the community’s aspirations:

1.1	Culture and community
(a)	Develop and facilitate services and programs to respond to changing community needs and priorities
(c)	Encourage and educate the community embrace sustainable and health lifestyles
1.2	Community infrastructure
(a)	Develop and facilitate community infrastructure to respond to changing community needs and priorities
(b)	Manage the use and development of the City’s properties, assets and facilities
1.2	Community safety and health
(a)	Facilitate and foster a connected and safe community

Risk Management Strategy – 2018-2020

2.1	Local business
(c)	Connect with the learning and innovation economy so that the City can stimulate relevant economic activities
3.1	Connected and accessible City
(a)	Facilitate a safe, efficient and reliable transport network
(b)	Facilitate a pedestrian and cycle friendly environment
3.2	Sustainable built form
(a)	Develop a local planning framework to meet current and future community needs and legislative requirements
3.3	Enhanced environment and open spaces
(b)	Protect and enhance the City’s urban forest
(d)	Facilitate effective management of the Swan and Canning River Foreshore
3.4	Resource management and climate change
(a)	Promote and implement sustainable water, waste, land and energy management practices
(b)	Manage the risks associated with climate change
4.1	Engaged community
(b)	Be agile to stakeholder, community and customer needs
4.3	Good governance
(a)	Empower effective and quality decision-making and governance
(b)	Continue to build a high performance culture to deliver community priorities

Organisational Risk Culture

One of the most crucial elements of a successfully integrated Risk Management Framework is having a culture that promotes and facilitates its proactive use.

The city’s four core values are:

- **Respectful**
- **Supportive**
- **Unified and**
- **Accountable**

Risk Management Strategy – 2018-2020

The City fosters an environment in which Risk Management is embraced by all staff. Risk Management is a corporate priority and as such, all staff are required to actively participate in the risk management process.

Corporate Governance

Every organisation is governed by a set of rules and principles, which enable its effective and transparent operation. Transparency in decision making, accuracy in reporting and adequacy in compliance are all essential elements of good governance. Three of the principles of good governance are:

- **Risk Management:** This identifies and assesses threats and opportunities' confronting the City's attempts to achieve our business objectives and defines effective response strategies.
- **Compliance:** Identifies regulatory and statutory obligations and defines organisational obligations.
- **Audit:** Ensures the critical response to strategies and processes are being implemented effectively and are delivering the benefits for which they are designed.

Sound risk management not only contributes to good governance, it also provides protection in the event of adverse outcomes. Provided risks have been managed in accordance with the City's guidelines, protection occurs on two levels. Firstly, the adverse outcome may not be as severe as it might otherwise have been and secondly, the City can demonstrate a proper level of due diligence has been exercised.

5. ROLES AND RESPONSIBILITIES

Successful implementation of risk management requires a consistent and systematic approach at all levels of the City. Elected Members, officers, contractors, consultants and volunteers are responsible for ensuring that risk management is given high propriety in both strategic and day-to-day conduct of all City related activities. The risk management process makes a significant contribution towards establishing the priorities in the allocation of resources.

Risk Management Strategy – 2018-2020

Council

The Council is responsible for the strategic direction of the City. The City's Audit, Risk & Governance Committee is a Committee of Council established in accordance with the *Local Government Act 1995* and consists of five Elected Members and two External Members. The External Members on the City's Audit Risk and Governance Committee are appointed in accordance with the Department of Local Government Guideline 09 – Audit in Local Government.

This Committee is responsible for providing guidance, assistance and oversight to the Council in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

In particular their responsibilities in relation to the City's risk management program are:

- overseeing the strategic risk management process;
- ensuring that the administration has a robust, structured process for identifying and managing organisational risks;
- receive reports on risk management initiatives and the City's Register of Internal Controls;
- critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management and review actions taken as a result of the issues raised; and
- monitors the risk exposure of the City by reviewing risk management processes and management information systems.

Reports considered by the Audit, Risk & Governance Committee are presented to Council for endorsement.

Management

The Chief Executive Officer has the ultimate responsibility and accountability for ensuring that risk is managed across the City supported by Executive Management Team.

The Chief Executive Officer and the Executive Management Team provides governance leadership, agrees the strategic direction and risk appetite, promoting the culture and 'tone from the top', to ensure the best outcome for Council, staff and the community.

Managers are responsible for identifying opportunities to contribute to the City's wider goals, objectives, values, policies and strategies when making decisions. Therefore, it is important for managers to identify and manage risks associated with activities and decisions, and to decide whether a risk is tolerable or not.

Risk Management Strategy – 2018-2020

With risk management across the City, management is to:

- Develop and review the risk management policy;
- ensure that the City’s risk management policy is aligned to organisational culture;
- determine risk management performance indicators that align with performance indicators of the City;
- align risk management objectives with the strategies of the City; and
- ensure activities and decisions comply with legal and regulatory obligations.

Internal Risk Management Committee

The Internal Risk Management Committee consists of City Managers, and where appropriate officers with specific skills, to enhance the risk management process.

Members of this committee are responsible for:

- Identification, evaluation and documentation of potential operational risks;
- Identifying and documenting the appropriate measures which are in place to control identified risks;
- Assessing the effectiveness of risk control measures (for efficiency and effectiveness) using reliable sources of information regarding both the potential consequences and likelihood of an event occurring as per the AS/NZS ISO 31000:2009 methodology; and
- Identifying priority risk treatment areas and making recommendations in relation to these to the Executive Management Team.

Employees, Contractors, Consultants and Volunteers

All officers of the City are committed to the pro-active management of all risks in a systematic way in order to enhance the City’s operation as “one organisation” rather than as a group of individual entities. Therefore, management will invest the appropriate time and resources into training and awareness for all staff.

The City of South Perth considers risk management to be an integral component of carrying out City business; therefore all Employees, Contractors, Consultants and Volunteers are responsible for:

- Adopting the principles of risk management and comply with all policies, processes and practices relating to risk management;
- Alerting management to the risks that exist within their area; and
- As required, conduct risk assessments commensurate with the scope of the task and the associated level of risk identified.

Risk Management Strategy – 2018-2020

6. RISK MANAGEMENT FRAMEWORK

The Council has finite resources, time and budget to manage all aspects of its activities. It is therefore vital that the City apportion resources into the areas of most need, or that will have the greatest impact. The City will develop policies, management practices and guidelines to manage risks across the City in consideration of the following principles:

Risk appetite

Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that the City is willing to accept in pursuit of its objectives. Once the risk appetite threshold has been breached, risk management controls and actions are required to bring the exposure level back within the accepted range by considering:

- Emerging risks;
- Risks that might be outside the City’s control (i.e. political change);
- Where best to allocate scarce resources; and
- Where the City might want to take on additional risk to pursue a strategic objective or expectation of above average returns.

Risk appetite should be set for each individual strategic risk and tolerance levels agreed, using relevant performance indicators which are monitored through regular reporting structures. For operational risks, the City’s risk appetite will inform the annual risk process, controls and assurance activities as follows:

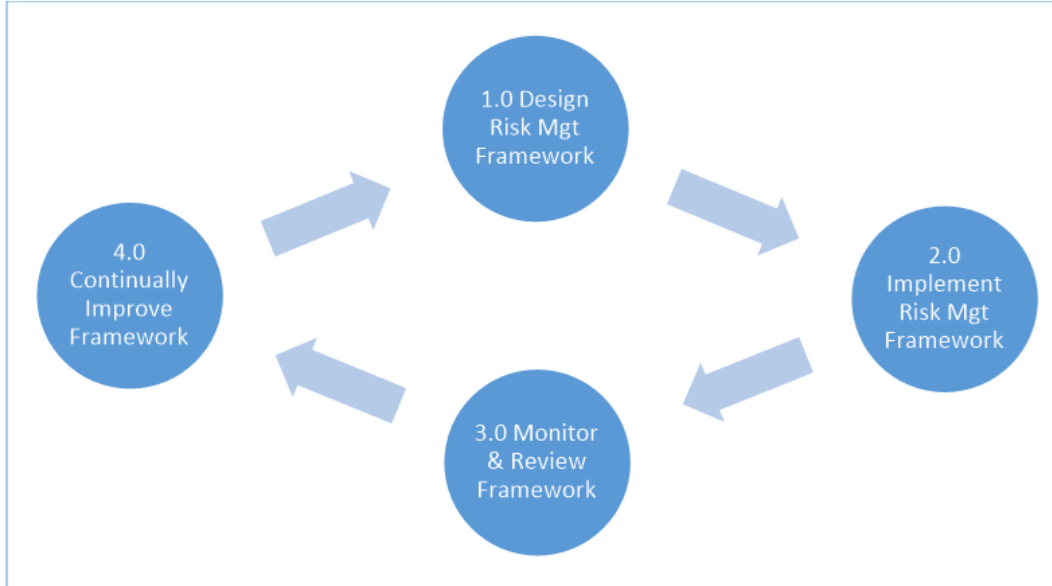
Event Outcome	Insignificant	Minor	Moderate	Major	Catastrophic
Personal Injury	No injury	First aid required	Medical treatment required	Serious injury	Loss of life
Financial Loss	Loss is less than \$50K	Loss is between \$50K and \$250K	Loss is between \$250K and \$1M	Loss is between \$1M and \$10M	Loss is greater than \$10M
Environmental Damage	Resolved - can be repaired within 1 month	Repairable - can be rehabilitated within 6 months	Significant - can be repaired within 12 months	Long term - will take more than 12 months to repair	Irreversible - can not be repaired or restored
Legislative Breach	Minor compliance or technical breach	Requires internal investigation	Requires external investigation or formal warning	Formal investigation with adverse finding	Formal inquiry, prosecution or dismissal
Business Interruption	Forced change in service delivery model with no discernible customer impact	Forced change in service delivery model with up to 1 day delay to customer	Forced loss of a service with up to 7 day deferral of customer service	Forced loss of multiple services with up to 7 day deferral of customer service	Complete loss of multiple services. No customer service for more than 7 days
Reputational Damage	Unlikely to be raised in a public arena	Local adverse media coverage. Some complaint received	Adverse media coverage. Coordinated public response	Sustained adverse media. Coordinated public response	Long term reputation damage at state or federal level.

Schedule of Measures of Consequence against Impact

Risk Management Strategy – 2018-2020

Risk Management Approach

The City applies a four stage model (based on AS/NZS ISO 31000:2009) to develop and maintain its risk management process:



The process is a repetitive one which builds increased maturity in risk management techniques over time - resulting in more sophisticated and effective risk management outcomes. The four stages are described in more detail below.

1. Design the Risk Management Framework

- Understand the organisation and its context;
- Establish and adopt a Risk Management Policy;
- Establish responsibilities and accountabilities;
- Integrate risk management into organisational processes;
- Allocate resources; and
- Establish internal and external communication and reporting mechanisms.

2. Implement the Risk Management Framework

- Adopt the Risk Management Framework; and
- Implement corporate Risk Management Processes for the identification assessment and treatment of risk.

Risk Management Strategy – 2018-2020

3. Monitor & Review the Risk Management Framework

- Ensure that controls are effective and efficient in both design and operation;
- Identify changes in the internal and external context; and
- Identify emerging risks or changed risk conditions.

4. Continually improve the Risk Management Framework

- Use the results of monitoring and reviews to identify ways to enhance the risk management policy, framework and approach; and
- Document findings and encourage continuous improvement.

Risk Exposures

Risks faced by the City relate not only to the increasingly litigious nature of modern society but also to events that could interrupt the delivery of service or impact on the quality of service delivered to the community. Potential risk event outcomes that may require management by the City include:

- Financial Risk (Lack of funding or fraudulent application of funds)
- Policy Risk (Inadequate or ultra-vires policy formulation)
- Legislative Risk (Failure to comply with legislative requirements)
- Regulatory Change (Dynamic nature of the legislative environment)
- Physical Risk (Damage to / loss of City assets including buildings)
- Insurance Risk (Failure to hold adequate & appropriate insurances)
- Environmental Risk (Risk of damage to the City's natural environment)
- Planning Risk (Inappropriate or indefensible planning decisions)
- Personnel Risk (Injury risk to employees, contractors or visitors)
- Business Interruption (Inability to continue to deliver expected services)
- Technology Risk (Loss of corporate knowledge and systems failure)
- Events Risk (Risks associated with holding events)
- Public Liability (Risk of litigation for public liability matters)
- Professional Risk (Litigation risk arising from action/statements)
- Infrastructure Risk (Infrastructure failure due to insufficient maintenance)

The City will therefore take a risk based approach to managing operational risks as follows:

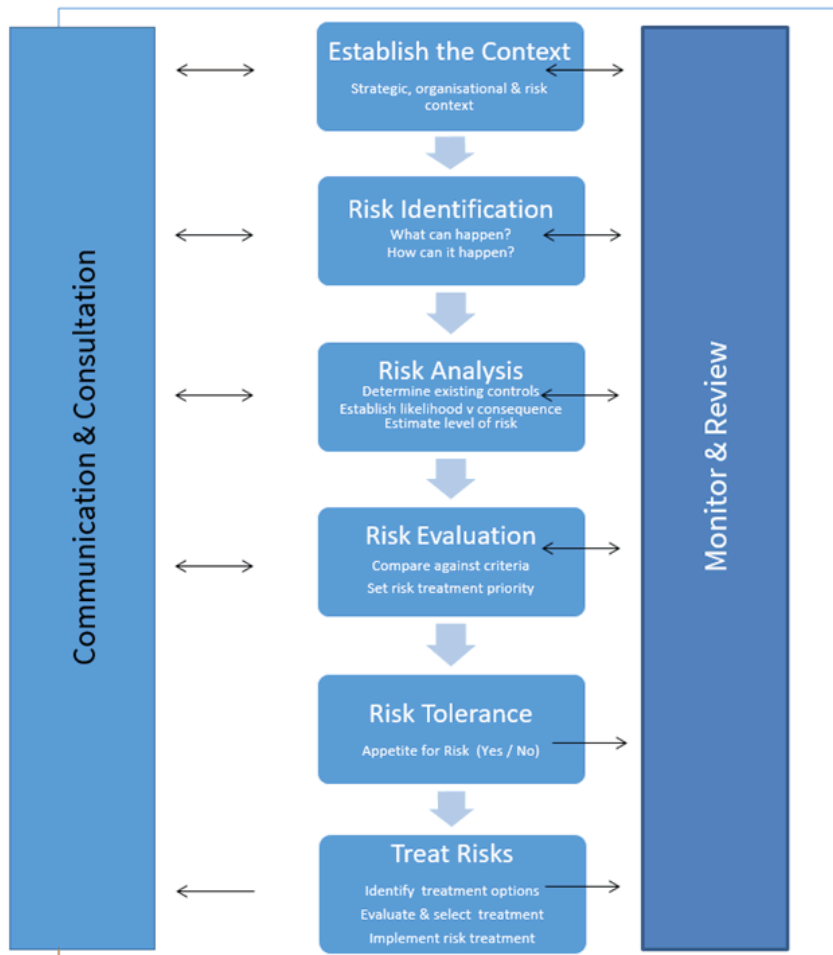
- Risk are initially identified and assessed on an inherent basis – the risk that an activity would pose if **no controls** or other mitigating factors were in place. Determining the Likelihood and Impact of the risk occurring allows the City to understand which risks are of greater concern and must therefore be mitigated accordingly;

Risk Management Strategy – 2018-2020

- The Residual Risk – the risk that remains after the effectiveness of controls are taken into account (the risk after controls) – can be determined by assessing the effectiveness of controls in place to mitigate the Likelihood and Impact of the risk occurring;
- All risks will be captured in an organisational Risk Register and reported regularly through the various Management and Committee structures.

Risk management process

The risk management process is the “how to” element of the Strategy and is defined in the ISO Standard as “the systematic application of management policies, procedures and practices to the task of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk:



Risk Management Strategy – 2018-2020

Communication and consultation

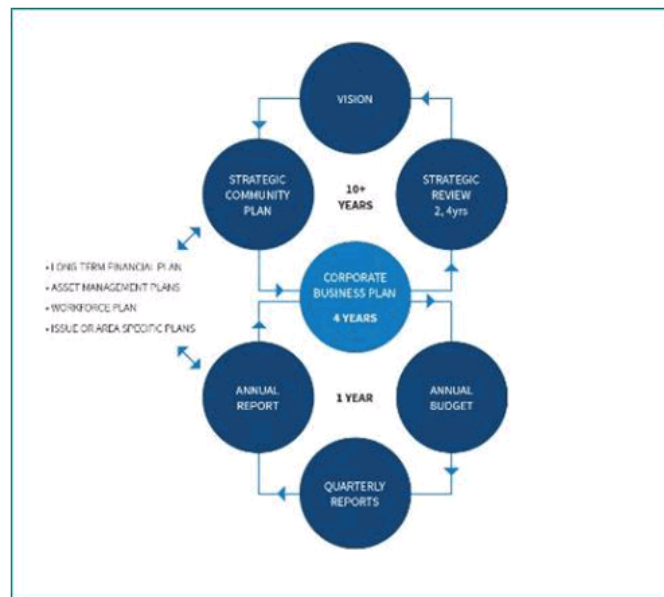
Communication and consultation with internal and external stakeholders are important elements at each step of the risk management process. Effective communication is essential to ensure that those responsible for implementing risk management and those with a vested interest understand the basis on which risk management decisions are made and why particular actions are required.

Establish the context

Establishing the strategic and operational context in which the risk management process will take place is important. It is essential to define the parameters within which risks are to be managed, the criteria against which risk are to be evaluated and the structure of the analysis.

Strategic Context

A framework for effective risk management requires integration with the strategic and organisational planning within the City. This Risk Management Strategy has been established within the context of the delivery of the community’s vision and our implementation of the Integrated Planning & Reporting Framework:



Integrated Planning & Reporting Framework

Risk Management Strategy – 2018-2020

It is essential that the risk management processes across the City are carried out in the context of the strategic directions contained within the Strategic Community Plan 2017 - 2027 and the respective operational plans.

Risk management must be carefully planned and managed. This will ensure that the process produces worthwhile results. In order to get the best results from strategic risk management, the City will:

- initiate communication, consultation and participation;
- lead by example and empower staff;
- develop and improve tools and reporting; and
- provide training to staff.

Operational Context

Risk Management Plans (RMPs) are to be used for all major processes, events and activities at the operational level. It is important that all staff understand the need for completing a RMP in order to ensure the best possible chance of success for their processes or activities.

Defining our internal and external environment

To understand the internal environment, the City considers the organisational structure, key/core processes, resources available, our capacity and the risk relationship and interdependency.

Internal factors which may affect the City's management of risks include strategic plans and policies, organisational processes and procedures, systems and technology, the management of corporate records and availability of evidence, budget allocation, staff culture and internal relationships.

These factors will affect the City's risk appetite; that is the level of risk the City is willing to retain or pursue, and the setting of the risk criteria and policy. Understanding risk appetite helps the City to determine what level of risk is acceptable or unacceptable and the level of additional controls and risk treatment required.

Where the level of risk is high or extreme, additional controls are required to reduce the level of risk. In situations where the risk cannot be reduced below a rating of high, close monitoring of risk controls is required to ensure that the controls in place continue to be effective.

External factors include community expectations, state government policy and personnel, federal and state legislation, economy, funding, reputation and relationship. Examples are:

Risk Management Strategy – 2018-2020

<u>External Context</u>		<u>Internal Context</u>
<ul style="list-style-type: none"> • Economic conditions • Ratepayer issues • Political conditions • Growth of the City • Funding • Other agencies 	<p>Strategic Risks These are the risks associated with long term Council or Department objectives</p>	<ul style="list-style-type: none"> • Culture • Governance Structure • Staff Structure • Strategies & Policies • Systems
<ul style="list-style-type: none"> • Perception of ratepayers • Reputation • Councillor Performance 	<p>Operational Risks These are the risks associated with normal business functions of Council Departments and objectives</p>	<ul style="list-style-type: none"> • Budget • Skilled resources • Processes • Support services • Compliance • Staff performance
<ul style="list-style-type: none"> • Reputation • Contractual • Feasibility • Economic 	<p>Project Risks These are risks associated with specific projects or undertakings made by Council. Any project will go through a lifecycle incorporating conception, planning, scoping, contracting, design, construction, testing/commissioning, handover and operation. Project risks exist at every stage, and they need to be identified and managed.</p>	<ul style="list-style-type: none"> • Budget • Project Management Skills • Contract Management • Processes

Risk Management Strategy – 2018-2020

Risk Register

Potential risks are identified and documented in the Corporate Risk Register which contains details relating to each identified risk. This is supported by several subsidiary registers for specialised risk management areas (such as major event management) which have a large number of individual risk exposures.

Information that is used in compiling the Corporate Risk Register includes the following items:

- Risk Reference (Unique Identifier)
- Risk Description (Brief description of the risk)
- Control Measures (Details of the in-place controls)
- Control Effectiveness (Assessment of how effective the controls are)
- Risk Event Outcome (Potential outcome if a risk incident occurs)
- Level of Risk (Assessment of the severity of consequences versus likelihood of occurrence)
- Responsible Officer (Accountable officer for managing that risk item).

Risk Event Outcomes

It is recognised that any individual risk can have more than one event outcome and that each event outcome can generate a different level of risk. For any individual risk, each event outcome must be assessed separately. The City uses a classification system that involves six categories of Risk Event Outcomes:

1. Personal Injury

This refers to injurious effect to a person as a consequence of a risk event occurring ranging from a minor incident requiring no first aid treatment through to potential loss of life at the most extreme.

2. Financial Loss

This relates to an adverse monetary impact on the City as a consequence of a risk event occurring. A rating is assigned to different levels of potential loss relative to the anticipated impact on the City's ongoing operations or service delivery.

3. Environmental Impact

This relates to any detrimental impact on the natural environment within the City. It may include pollutant spillages and leakages or a failure to effectively maintain or enhance the natural environment within the City (or its connections with its natural or municipal neighbours).

Risk Management Strategy – 2018-2020

4. Legislative Breach

This refers to a failure to comply with statutory obligations in the manner in which the City, its officers or Elected Members conduct its business or make decisions and determinations. This embraces a broad spectrum of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies representing the collective organisation.

5. Business Interruption

This incorporates the impact of risk events that impinge upon the City’s capacity to deliver expected services to the community. These interruptions may range from minor inconvenience requiring an alternative service delivery model to be temporarily adopted, through to forced loss of multiple services to some or all customers. Knowledge loss, technology failure or property damage may all be contributing factors to this outcome.

6. Reputation

This relates to adverse impact on the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. This may range from a letter of complaint through to sustained and coordinated representation against the City or sustained adverse reflection on the City in the media.

Risk Analysis & Evaluation Matrix

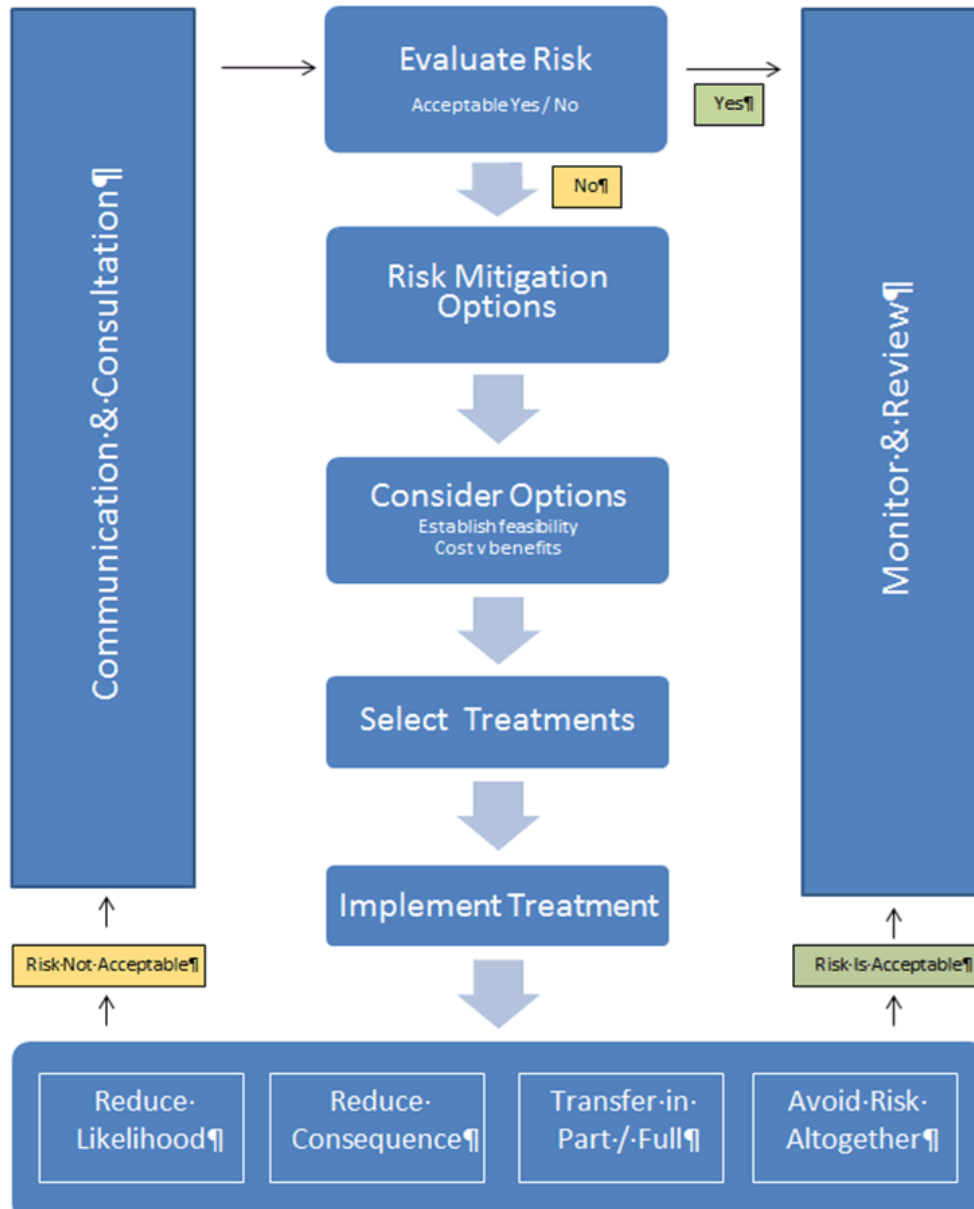
Risks are assessed using a matrix that assigns a risk rating score which is determined by comparing the severity of the *consequences* of the risk occurring with the *likelihood* of it occurring. This is demonstrated in the Risk Assessment Matrix:

Likelihood	Consequences - Assessment of Severity				
	Insignificant Minor issue.	Minor Some disruption likely. Impact < \$250K	Moderate Significant time or resources. Impact < \$1M	Major Operations are severely impacted. Impact < \$10M	Catastrophic Continuity is at risk Impact > \$10M
Almost Certain > 90% chance	Moderate (5)	High (10)	Extreme (15)	Extreme (20)	Extreme (25)
Likely 50 - 90% chance	Moderate (4)	Moderate (8)	High (12)	Extreme (16)	Extreme (20)
Moderate 10 - 50% chance	Low (3)	Moderate (6)	Moderate (9)	High (12)	Extreme (15)
Unlikely 3 - 5% chance	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare < 3% chance	Low (1)	Low (2)	Low (3)	Moderate (4)	Moderate (5)

Risk Management Strategy – 2018-2020

Risk Treatment Process

The process by which the City will treat identified priority risks is based on AS/NZS ISO 31000:2009 and is represented diagrammatically below:



Risk Management Strategy – 2018-2020

Risk Treatment

The Risk Evaluation Matrix is used to determine, for each risk, a risk rating score which is then compared to the organisation’s risk tolerance for that particular risk to establish whether or not that level of risk is acceptable. It is acknowledged that risk management is not about eliminating all risks, but rather mitigating the risk exposures down to a level that the organisations considers to be acceptable.

The assessed level of risk will guide the extent and priority of the treatment response as shown below:

Risk Level	Response
Extreme	Immediate attention by subject matter expert - response closely monitored by senior management
High	Senior management attention required - prioritise for treatment
Moderate	Response prioritised in accordance with resourcing - monitored by specified manager
Low	Responded to using routine procedures

In treating risks, the City may choose to adopt measures to achieve any of the following:

- reduce the likelihood of the risk event occurring;
- reduce the severity of the potential consequences;
- transfer all / part of the risk (eg: through insurance); and
- avoid the risk altogether.

In selecting risk treatments to action these strategies, it is important to consider the feasibility of the proposed treatment and the level of cost and resourcing necessary to implement it, relative to the benefit derived. Once appropriate treatment(s) are selected and implemented, the risk should be re-assessed to see if it is at an acceptable level and then be monitored to ensure that the desired outcome is being achieved.

Risk management reviews & performance reporting

The Internal Risk Management Committee will conduct a comprehensive risk review annually with a report on the status of risk management initiatives being presented to the Audit, Risk & Governance Committee.

Risk Management Strategy – 2018-2020

A half yearly review focusing primarily on the progress of identified priority risk treatments will be undertaken with a status report being provided to the Audit, Risk & Governance Committee.

Notwithstanding the above, the City will respond in a timely and responsible manner in the event of a new or emerging risk being identified or the profile of a particular risk changing.

The City may also periodically engage specialist external consultants to review and audit certain non-financial systems or processes to ensure compliance with approved corporate processes and to mitigate risk exposures.

**City of South Perth
Penalty Units Amendment Local Law 2018**

Under the powers conferred by the *Local Government Act 1995* and all other powers enabling it, the Council of the City of South Perth resolved on [dd mm 2018] to adopt the following local law:

1.1 Citation

This local law is cited as the *City of South Perth Penalty Units Amendment Local Law 2018*.

1.2 Commencement

This local law comes into operation 14 days after its publication in the *Government Gazette*.

1.3 Amendment Principal local law amended

~~In Schedule 1 of the *City of South Perth Penalty Units Local Law* published in the *Government Gazette* on 20 June 2003, '2011' is replaced with '2017' in all places where it appears.~~

This local law amends the *City of South Perth Penalty Units Local Law* as published in the *Government Gazette* on 20 June 2003 and as amended in the *Government Gazette* on 23 December 2003 and 13 January 2017.

1.4 Schedule amended

Schedule 1 is amended as follows:

(a) In item 1, replace "2011" with "2017"; and

(b) In item 2, replace "2011" with "2017".

Dated this..... day of 2018

The Common Seal of the }
City of South Perth }
was affixed by authority of a }
resolution of the Council in the }
presence of: }

Sue Doherty
MAYOR

Geoff Glass
CHIEF EXECUTIVE OFFICER