

# Audit and Risk Committee Meeting

10 June 2024

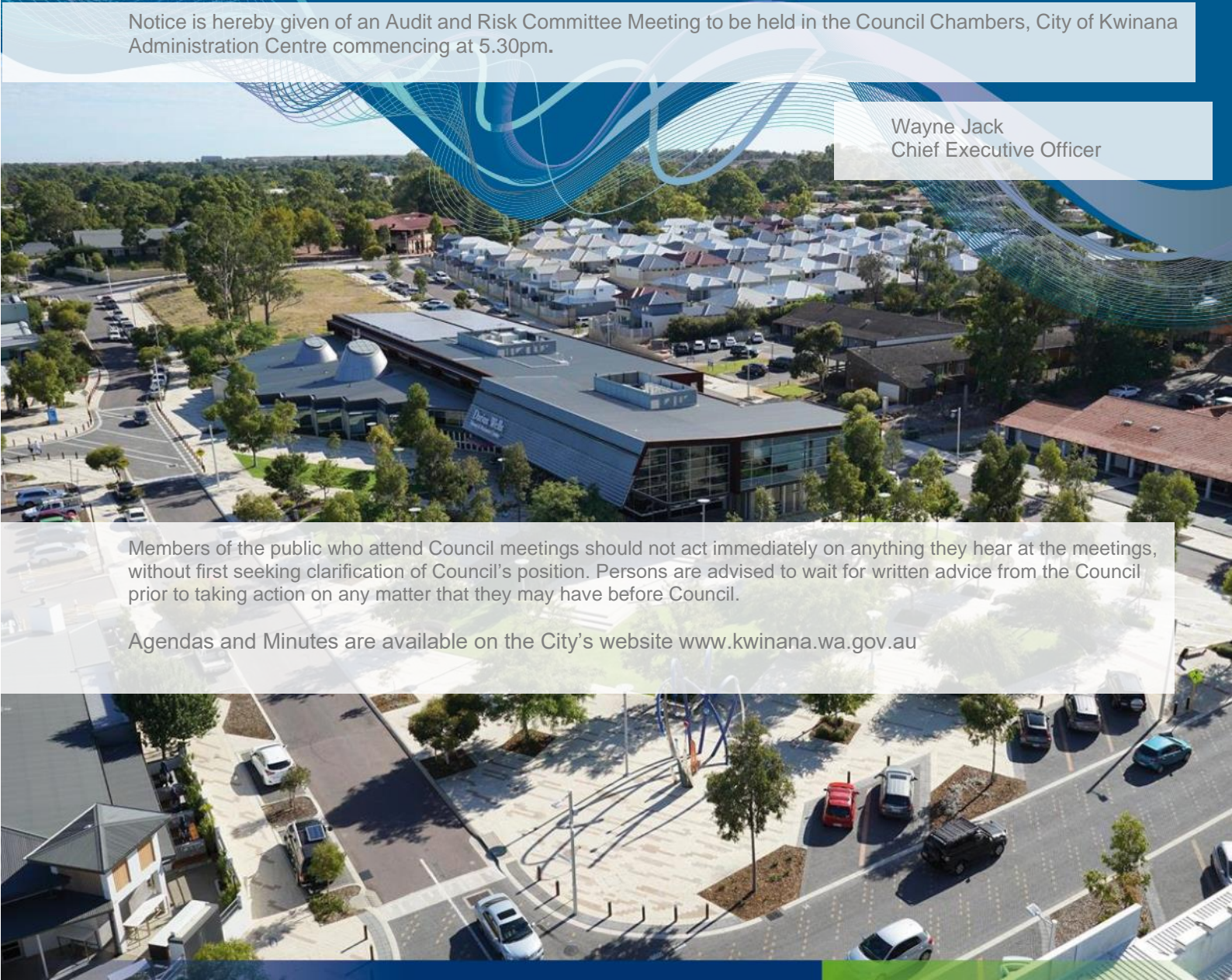
## Agenda

Notice is hereby given of an Audit and Risk Committee Meeting to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 5.30pm.

Wayne Jack  
Chief Executive Officer

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

Agendas and Minutes are available on the City's website [www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au)



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## 1 OPENING AND ANNOUNCEMENT OF VISITORS

PRESIDING MEMBER TO DECLARE THE MEETING OPEN AND WELCOME ALL IN ATTENDANCE.

PRESIDING MEMBER TO ANNOUNCE THAT THE AUDIT AND RISK COMMITTEE MEETING IS BEING LIVE STREAMED AND RECORDED IN ACCORDANCE WITH THE CITY'S LIVE STREAMING AND RECORDING COUNCIL MEETINGS POLICY.

BY BEING PRESENT AT THIS MEETING, MEMBERS OF THE PUBLIC CONSENT TO THE CITY RECORDING AND LIVESTREAMING THEIR IMAGE AND/OR VOICE.

## 2 WELCOME TO COUNTRY AND ACKNOWLEDGEMENT OF COUNTRY

**Deputy Mayor Barry Winmar to present the Welcome to Country:**

*"Ngullak nyinniny kooralong koora ngullak noitj nidja noongar boodjar. Noongar moort djoorapiny nyinniny nidja ngulla quopadok noongar boodjar kooralong.*

From the beginning of time to the end, this is Noongar Country. Noongar people have been graceful keepers of our nation for many, many years.

*Djinanginy katatjin djoorapiny nidja weern noongar boodjar ngalla mia mia boorda.*

Look, listen, understand and embrace all the elements of Noongar Country that is forever our home.

*Kaya wandju ngaany koort djoorpiny nidja Noongar boodjar daadjaling waankganinyj Noongar Boodjar.*

Hello and welcome my heart is happy as we are gathered on country and meeting here on Noongar Country

**"Presiding Member to read the Acknowledgement of country:**

*"It gives me great pleasure to welcome you all here and before commencing the proceedings, I would like to acknowledge that we come together tonight on the traditional land of the Noongar people and we pay our respects to their Elders past and present."*

## 3 ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

**Apologies:**

**Leave(s) of Absence (previously approved):**

## **4 PUBLIC QUESTION TIME**

In accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, any person may during Public Question Time ask any question.

In accordance with Regulation 6 of the *Local Government (Administration) Regulations 1996*, the minimum time allowed for Public Question Time is 15 minutes.

A member of the public who raises a question during Question Time is to state his or her name and address.

Members of the public must provide their questions in writing prior to the commencement of the meeting. A public question time form must contain all questions to be asked and include contact details and the form must be completed in a legible form.

Please note that in accordance with Section 3.4(5) of the *City of Kwinana Standing Orders Local Law 2019* a maximum of two questions are permitted initially. An additional question will be allowed by the Presiding Member if time permits following the conclusion of all questions by members of the public.

## **5 RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS**

### **5.1 PETITIONS**

A petition must –

- be addressed to the Mayor;
- be made by electors of the district;
- state the request on each page of the petition;
- contain at least five names, addresses and signatures of electors making the request;
- contain a summary of the reasons for the request;
- state the name of the person to whom, and an address at which, notice to the petitioners can be given; and
- be respectful and temperate in its language and not contain language disrespectful to Council.

The only motion which shall be considered by the Council on the presentation of any petition are –

- that the petition be received;
- that the petition be rejected; or
- that the petition be received and a report prepared for Council.

### **5.2 PRESENTATIONS**

In accordance with Clause 3.6 of the *Standing Orders Local Law 2019* a presentation is the acceptance of a gift, grant or an award by the Council on behalf of the local government or the community.

Prior approval must be sought by the Presiding Member prior to a presentation being made at a Council meeting.



Any person or group wishing to make a presentation to the Council shall advise the CEO in writing before 12 noon on the day of the meeting. Where the CEO receives a request in terms of the preceding clause the CEO shall refer it to the presiding member of the Council committee who shall determine whether the presentation should be received.

A presentation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.

### 5.3 DEPUTATIONS

In accordance with Clause 3.7 of the *Standing Orders Local Law 2019*, any person or group of the public may, during the Deputations segment of the Agenda with the consent of the person presiding, speak on any matter before the Council or Committee provided that:

- the person has requested the right to do so in writing addressed to the Chief Executive Officer by noon on the day of the meeting;
- setting out the agenda item to which the deputation relates;
- whether the deputation is supporting or opposing the officer's or committee's recommendation; and
- include sufficient detail to enable a general understanding of the purpose of the deputation.

A deputation to Council is not to exceed a period of fifteen minutes, without the agreement of Council.

## 6 DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND PERCEIVED) BY MEMBERS AND CITY OFFICERS

Section 5.65(1) of the *Local Government Act 1995* states:

A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest —

- in a written notice given to the CEO before the meeting; or
- at the meeting immediately before the matter is discussed.

Section 5.66 of the *Local Government Act 1995* states:

If a member has disclosed an interest in a written notice given to the CEO before a meeting then —

- before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
- at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matters to which the disclosure relates are discussed.

**7 CONFIRMATION OF MINUTES**

**7.1 MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING HELD ON 19 FEBRUARY 2024**

**RECOMMENDATION**

**That the Minutes of the Audit and Risk Committee Meeting held on 19 February 2024 be confirmed as a true and correct record of the meeting.**

## **8 REPORTS**

### **8.1 CORPORATE BUSINESS PLAN MINOR REVIEW - 2024**

#### **SUMMARY**

As part of planning for the future, all local governments in Western Australia are required to develop and adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP). Together, these documents form the City's 'Plan for the Future - Kwinana 2030'.

The SCP outlines the community's long-term vision and aspirations for the area, while the CBP details how that vision will be achieved by linking the City's business operations to the community's vision.

In accordance with the *Local Government (Administration) Regulations 1996*, a review of the CBP has been undertaken and the amended CBP is available for Council's consideration, as at Attachment A.

#### **OFFICER RECOMMENDATION**

**That the Audit and Risk Committee note and provide comment where appropriate on the minor review of the Corporate Business Plan 2021 – 2025 as detailed in Attachment A.**

#### **VOTING REQUIREMENT**

Absolute Majority.

#### **DISCUSSION**

Integrated planning and reporting are intended to ensure that local governments have a clear vision for their community and a strategic direction for their organisation. This is to align with medium and long-term priorities as well as resources over a ten-year period.

The CBP is an internal business planning tool that translates council priorities into operations within the resources available. The plan highlights the services, operations, projects and initiatives a local government will deliver within a defined period. It also includes the measures associated with delivering services, operations and projects and the costs associated. The CBP is further informed by various informing strategies, such as, the:

- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plans;
- Various area specific plans and strategies; and
- Integrated Team Business Plans

Proposed changes to the City's CBP include the following:

- Minor changes to the CBP include general graphic, layout, wording and grammatical amendments.

- New layout regarding each Outcome, their service, responsible team and UN Sustainable Development Goals to incorporate the projects, major projects, programs and projects/programs to provide a full overview
- Objective 2.1 was updated to remove reference to Covid.
- A 'snap shot' providing updates on those key actions that have been completed and also the introduction of new key actions has been included.
- The City's Elected Members have been added.

As stated in the *Local Government (Administration) Regulations 1996*, each local government is to review its CBP every year, with a strategic review occurring every two years. This minor review of the CBP, as detailed in Attachment A, will achieve this requirement. City Officers have extensively reviewed the 2021-2025 CBP and have recommended minor changes to ensure the City's operations are aligned to the community's vision for the future.

Reporting on the City's achievements towards the vision set out in the SCP is detailed within the Annual Report each year, as will any changes to the CBP. City Officers provide Performance Reports to Council on a quarterly basis to give a progress updated on all actions and measures in the CBP.

Once adopted, the City will ensure copies of the CBP will be available in the Kwinana Library, Administration Centre and on the City's Website.

## STRATEGIC IMPLICATIONS

This proposal will support the achievement of the following outcome/s and objective/s detailed in the Strategic Community Plan and Corporate Business Plan.

Strategic Community Plan			
Outcome	Strategic Objective	Action in CBP (if applicable)	How does this proposal achieve the outcomes and strategic objectives?
5 – Visionary leadership dedicated to acting for its community	5.1 – Model accountable and ethical governance, strengthening trust with the community	5.1.1 – Implement the Strategic Community Plan and Corporate Business Plan	This proposal will support the achievement of all of the objectives and strategies detailed in the proposed Strategic Community Plan and Corporate Business Plan.

## SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

## LEGAL/POLICY IMPLICATIONS

### ***Local Government Act 1995:***

#### 5.56 Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.



The Integrated Planning and Reporting Framework is governed by the *Local Government (Administration) Regulations 1996*, which sets out the minimum requirements for both the Strategic Community Plan and the Corporate Business Plan.

***Local Government (Administration) Regulations 1996:***

**19DA. Corporate business plans, requirements for (Act s. 5.56)**

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
  - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
  - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.  
\*Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

**FINANCIAL/BUDGET IMPLICATIONS**

The CBP guides the City's budget for the next four years, ensuring that major community outcomes are taken into account through the Long-Term Financial Plan.

An amount of \$1,000 is estimated for the printing of the Corporate Business Plan document.

**ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**

There are no specific requirements to conduct community engagement when reviewing the CBP.

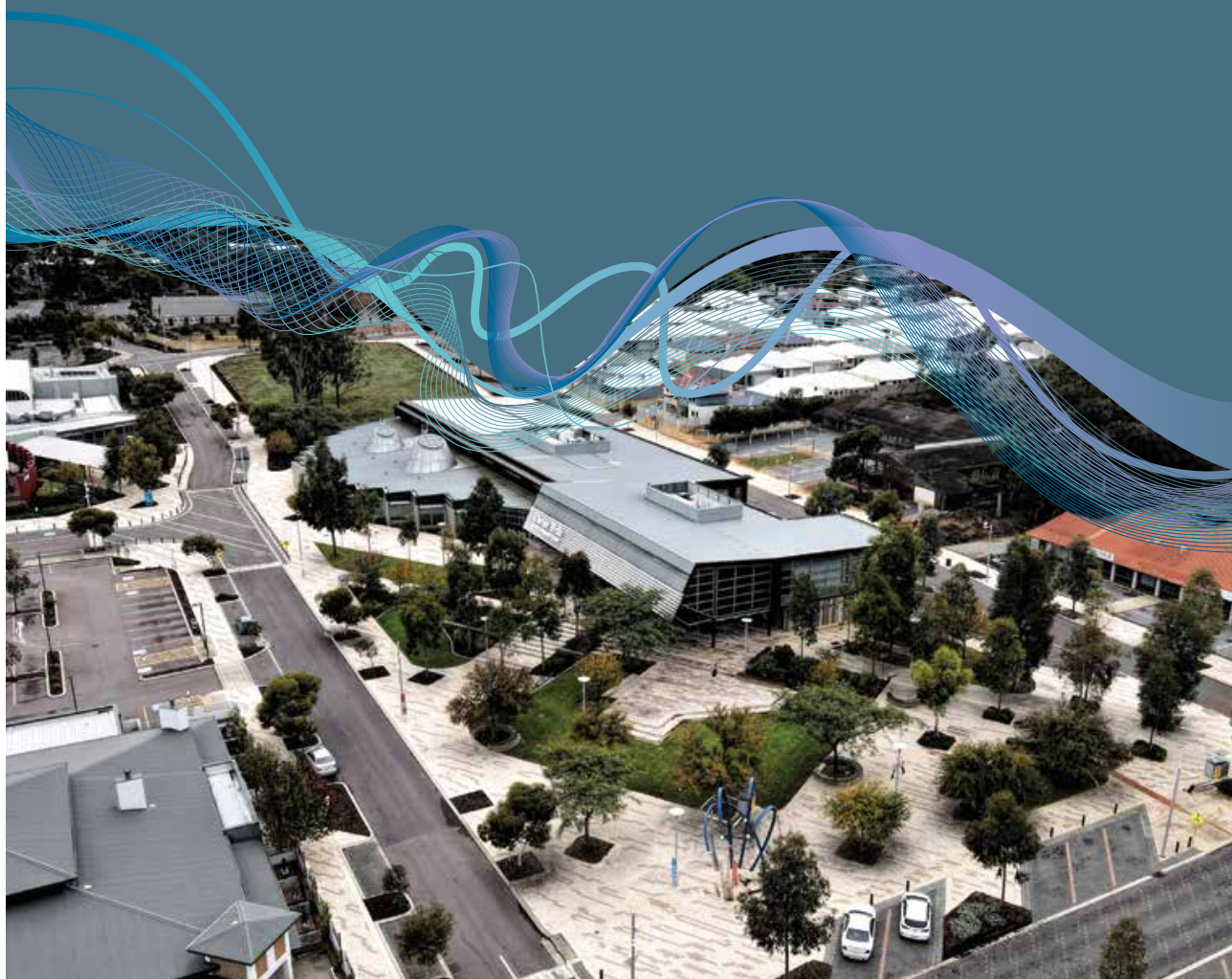
The City will ensure copies of the adopted CBP will be available in the Kwinana Library, Administration Centre and on the City's Website.

**ATTACHMENTS**

**A. Corporate Business Plan - Minor Review - 2024** [↓](#)



# Corporate Business Plan **2021-2025**



City of Kwinana

Version	Date
Original adoption	June 2021
Minor review undertaken	2022
Strategic Community Plan minor review undertaken	2023
Minor review undertaken	2024



This document is available in alternative formats upon request.



City of Kwinana kadiŋj kalyakool moondang-ak kaaradj midj boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadiŋj baalap kalyakoort nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadiŋj Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.



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City of Kwinana

# CEO's Message

I am pleased to present the City of Kwinana's Corporate Business Plan. This Plan outlines the initiatives and services that the City is working towards over the coming years, including the priorities outlined by the community through the Strategic Community Plan.

In 2021, a minor review of the Strategic Community Plan was completed in partnership with the community to ensure that the City's strategic documents are consistent with the vision and needs of the people who call Kwinana home. In light of the review, the Corporate Business Plan Key Actions have also been reviewed and updated to reflect the current priorities of the community.

To remain consistent with the Strategic Community Plan, the Corporate Business Plan undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the Strategic Community Plan.

The City of Kwinana is continuing to grow and evolve with a population more than 50,000 residents and, as a community, we can look forward to a promising future of sustainability, inclusion and growth.

Steady population growth and prolonged cost increases continue to present a challenge for the City, particularly in the areas of service provision and infrastructure development, which makes our task of balancing priorities critical.

However, Kwinana's significance to the State's economy and the provision of local jobs remains strong, with emphasis now on sustainable and renewable energy within the Kwinana Industrial Area, and the State Government recently confirming Kwinana as the site for the future Outer Harbour.

The Corporate Business Plan therefore provides clear direction for delivering the services and programs our community has prioritised going forward.

The long-term financial sustainability and affordability of the City's commitments remain in sharp focus for us this year as we continue support this thriving community.

**Wayne Jack**  
**Chief Executive Officer**





# What is a Corporate Business Plan?

The City of Kwinana uses the Integrated Planning and Reporting Framework outlined in by the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*. These detail that a local government must have a “Plan for the Future”. The plan for the future is to comprise of two important documents, a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan sets out the “what” the community would like their local government to achieve and the Corporate Business Plan outlines how the local government will go about achieving it. To remain consistent with the Strategic Community Plan, the Corporate Business Plan undergoes an internal review every year, with a major review scheduled every two years to coincide with reviews of the Strategic Community Plan.

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long Term Financial Plan, Workforce Plan, Infrastructure Strategy, Asset Management Strategy, Social Strategy, and issue specific strategies and plans.

The City's Strategic Community Plan has five outcome areas, throughout this document you will see references to how the services and projects the City plans to deliver are aligned to these outcome areas and their objectives.

The Corporate Business Plan and its role in the Integrated Planning and Reporting Framework can be seen overleaf.





City of Kwinana

## **Council**

The City of Kwinana Council consists of nine Elected Members, being a Mayor and eight Councillors whom represent and look after the interests of our community.



Mayor Peter Feasey



Deputy Mayor Barry Winmar



Councillor Matthew Rowse



Councillor Susan Kearney



Councillor Michael James Brown



Councillor Sherilyn Wood



Councillor Ivy Penny



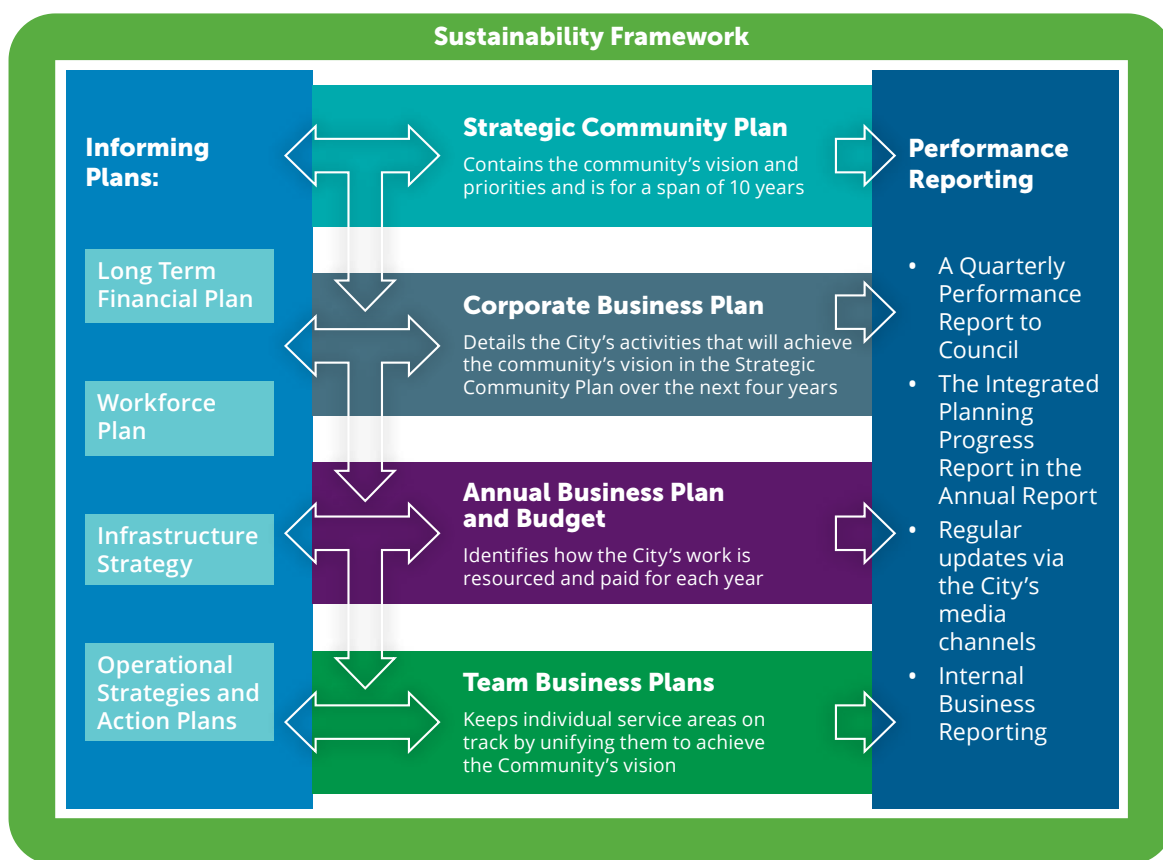
Councillor David Acker



Councillor Erin Sergeant



## INTEGRATED PLANNING AND REPORTING FRAMEWORK





City of Kwinana

The Corporate Business Plan aligns with and activates the strategic direction from the Strategic Community Plan in the table below:

OUR VISION				
A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities				
OUR OUTCOMES				
 <p><b>1</b> A naturally beautiful environment that is enhanced and protected</p>	 <p><b>2</b> A resilient and thriving economy with exciting opportunities</p>	 <p><b>3</b> Infrastructure and services that are sustainable and contribute to health and wellbeing</p>	 <p><b>4</b> A unique, vibrant and healthy City that is safe, connected and socially diverse</p>	 <p><b>5</b> Visionary leadership dedicated to acting for its community</p>
OUR STRATEGIC OBJECTIVES				
<b>1.1</b> Retain and improve our streetscapes and open spaces, preserving the trees and greenery that makes Kwinana unique	<b>2.1</b> Enable a thriving and sustainable local economy that supports and sustains quality jobs	<b>3.1</b> Develop quality, financially-sustainable infrastructure and services designed to improve the health and wellbeing of the community	<b>4.1</b> Create, activate and manage places and local centres that are inviting, unique and accessible	<b>5.1</b> Model accountable and ethical governance, strengthening trust with the community
<b>1.2</b> Maintain and enhance our beautiful, natural environment through sustainable protection and conservation	<b>2.2</b> Create strong regional connections that will improve the ability for residents to access jobs, goods and services, and chances for recreation	<b>3.2</b> Provide for an accessible and well-connected City by integrating public transport and improving safe streets for driving, walking and cycling	<b>4.2</b> Improve Kwinana's perception by leveraging and promoting the unique attributes of the area and supporting feelings of safety and security in community	<b>5.2</b> Develop strong community engagement through strong partnerships with the community
		<b>3.3</b> Maintain infrastructure, playgrounds, parks and reserves to a high standard through sustainable asset maintenance and renewal	<b>4.3</b> Enhance opportunities for community to meet, socialise, recreate and build local connections	<b>5.3</b> Provide a high standard of customer service with the community as priority
			<b>4.4</b> Develop wellbeing programs and implement physical recreation that is culturally appropriate for Kwinana's community	<b>5.4</b> Establish a culture of continuous improvement, achieving high levels of business excellence

# The Foundation – what we do now

For the most part, the City undertakes its day to day operations as usual, providing many important services to the community. Aligning these services with our strategic direction helps us to define the important key services which support the achievement of the plan. Through the City's reporting mechanisms and engagement with the community, the level of service the City provides to the community has been deemed adequate and no changes to current services have been identified for the life of this plan. This provides a stable foundation for the City to build its financial sustainability going forward.

## **Think Global Act Local**

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a blueprint to achieve a better and more sustainable future for all. The goals address the challenges we face, including poverty, inequality, climate change, environmental degradation and peace and justice and can therefore be aligned to our leading strategic documents.























City of Kwinana



## At a glance

Services			Responsible Team
 <b>Outcome 1</b> A naturally beautiful environment that is enhanced and protected			
<ul style="list-style-type: none"> <li>Animal and feral wildlife control</li> <li>Coastal planting</li> <li>Contaminated site monitoring</li> <li>Environmental education programs</li> <li>Environmental health services</li> <li>Environmental subsidies and rebates</li> </ul>	<ul style="list-style-type: none"> <li>Litter and illegal dumping management</li> <li>Mosquito management</li> <li>Noise control</li> <li>Urban forest management</li> <li>Verge collections</li> <li>Waste and recycling management</li> </ul>		Environment and Health
Projects	Major Projects	Programs	Projects / Programs
<ul style="list-style-type: none"> <li>Develop the Urban Forest Plan</li> <li>Implement the Local Biodiversity Strategy</li> <li>Develop and implement the Environment Strategy</li> <li>Develop and implement the Pilot Environmental Stewardship Program</li> <li>Update the Natural Areas Management Plan</li> <li>Finalise and implement the Local Planning Strategy</li> <li>Implement the Energy Plan</li> <li>Implement the Littering and Illegal Dumping Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Prepare the Local Planning Scheme</li> <li>Implement the Kwinana Loop Trail Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review and implement the Streetscape Upgrade Strategy</li> <li>Implement the Waste Plan</li> <li>Implement the Water Plan</li> <li>Implement the Integrated Mosquito and Midge Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Climate Change Plan</li> </ul>
<b>UN Sustainable Development Goals</b>			
     			



Services		Responsible Team
<div><div></div><div><b>Outcome 2</b> A resilient and thriving economy with exciting opportunities</div></div>		
<ul style="list-style-type: none"><li>Business events and support</li><li>Grants and funding</li><li>Economic planning</li></ul>		Economic Development and Advocacy
<ul style="list-style-type: none"><li>Activity centre planning</li><li>Local development plans</li></ul>	<ul style="list-style-type: none"><li>Planning applications</li><li>Strategic urban planning</li></ul>	Planning and Development
<ul style="list-style-type: none"><li>Building applications</li></ul>		Building Services
<ul style="list-style-type: none"><li>Building renewal projects</li></ul>		Engineering
<ul style="list-style-type: none"><li>Facility and venue hire</li><li>Volunteer resource centre</li><li>Library Education Programs</li></ul>		Community Facilities
<b>Projects</b>		
<ul style="list-style-type: none"><li>Develop and implement a Local Economic Development Strategy</li><li>Implement a Shop Local Campaign</li><li>Review and implement the Advocacy Plan</li></ul>		
<div><div>UN Sustainable Development Goals</div><div><div><div>1NO POVERTY</div><div></div></div><div><div>2ZERO HUNGER</div><div></div></div><div><div>4QUALITY EDUCATION</div><div></div></div><div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div></div></div><div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div></div></div><div><div>11SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div></div></div>		
<div><div></div><div><b>Outcome 3</b> Infrastructure and services that are sustainable and contribute to health and wellbeing</div></div>		
<ul style="list-style-type: none"><li>Financial management and planning</li></ul>		Finance
<ul style="list-style-type: none"><li>Asset management planning</li><li>Street lighting</li></ul>		Asset Management Services
<ul style="list-style-type: none"><li>Engineering design and construction</li></ul>		Engineering
<ul style="list-style-type: none"><li>Waste management</li></ul>		Environment and Health
<ul style="list-style-type: none"><li>Infrastructure maintenance</li></ul>		City Operations
<b>Projects</b>	<b>Programs</b>	<b>Projects / Programs</b>
<ul style="list-style-type: none"><li>Integrate the Sustainability Framework</li></ul>	<ul style="list-style-type: none"><li>Implement the Community Infrastructure Plan</li><li>Review the Infrastructure Strategy</li><li>Implement Parks Upgrade Strategy</li></ul>	<ul style="list-style-type: none"><li>Update and implement the Bike and Walk Plan</li></ul>
<div><div>UN Sustainable Development Goals</div><div><div><div>3GOOD HEALTH AND WELL-BEING</div><div></div></div><div><div>6CLEAN WATER AND SANITATION</div><div></div></div><div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div></div></div><div><div>11SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div></div></div>		

Services		Responsible Team
 <b>Outcome 4</b> A unique, vibrant and healthy City that is safe, connected and socially diverse		
<ul style="list-style-type: none"> <li>Capacity development for community organisations</li> <li>Arts and culture</li> <li>Community safety education programs and resources</li> <li>Disability access and inclusion planning</li> <li>Events, grants and funding</li> <li>Health and wellbeing Services</li> <li>Children and early years services</li> </ul>	<ul style="list-style-type: none"> <li>Children's programs Local history</li> <li>Place activation</li> <li>Playgrounds</li> <li>Public art, exhibitions and awards</li> <li>Reconciliation action planning</li> <li>Senior services</li> <li>Youth services, scholarships and awards</li> <li>Citizenship ceremonies</li> </ul>	Community Engagement
<ul style="list-style-type: none"> <li>Ranger Services</li> <li>Crime prevention</li> </ul>	<ul style="list-style-type: none"> <li>Vandalism and abandoned vehicles</li> <li>Compliance</li> </ul>	Essential Services
<ul style="list-style-type: none"> <li>Communications and stakeholder engagement</li> </ul>		Marketing and Communications
<ul style="list-style-type: none"> <li>Community centres and libraries</li> <li>Crèche services</li> <li>Recquatic centre</li> </ul>	<ul style="list-style-type: none"> <li>Swim programs</li> <li>Volunteer resource centre</li> <li>Retirement Village</li> </ul>	Community Facilities
<ul style="list-style-type: none"> <li>Pool applications and fencing requirements</li> </ul>		Building Services
Projects	Programs	Projects / Programs
<ul style="list-style-type: none"> <li>Review Place Plans</li> <li>Deliver community safety and crime prevention initiatives</li> <li>Finalise City Centre Precinct Structure Plan</li> <li>Review the Public Health Plan</li> <li>Construct a Jump/Pump Track</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Arts and Culture Strategy</li> <li>Implement the Social Strategy</li> <li>Implement the Public Art Masterplan</li> <li>Implement the History and Heritage Implementation Plan</li> <li>Implement the Innovate Reconciliation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Implement a CCTV Strategy</li> </ul>
<b>UN Sustainable Development Goals</b>    		
 <b>Outcome 5</b> Visionary leadership dedicated to acting for its community		
<ul style="list-style-type: none"> <li>Governance services</li> <li>Continuous improvement and Business Excellence</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and plan development</li> </ul>	Governance and Legal
<ul style="list-style-type: none"> <li>Information management</li> <li>Lobbying and advocacy</li> </ul>		Elected Members and Economic Development
<ul style="list-style-type: none"> <li>Customer service</li> </ul>		Customer Services
<ul style="list-style-type: none"> <li>Community engagement planning</li> </ul>		Community Engagement
<ul style="list-style-type: none"> <li>Workforce planning</li> </ul>		Human Resources
Projects	Programs	Major Projects
<ul style="list-style-type: none"> <li>Develop an Early Years Partnership</li> <li>Facilitate the Boola Maara Aboriginal Consultative Committee Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Strategic Community Plan and Corporate Business Plan</li> <li>Implement the Community Engagement Framework</li> <li>Develop and implement a Communication Strategy</li> <li>Continue to implement customer experience improvement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Corporate Business System Project</li> </ul>
<b>UN Sustainable Development Goals</b>    		

# The Future – How we will get there

## Our Vision

**A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities**

## Mission Statement

**Through visionary leadership, retain and enhance Kwinana's unique character by sustainably supporting and developing its community, economy and environment.**

## Four Year Implementation Plan











The following provides the details of how the City plans to deliver its Strategic Community Plan commitments over four financial years.

The City implements a number of core services, projects, and plans and strategies to ensure these outcomes are met. This section also includes budget type, supported UN Sustainable Development Goals and the service areas that are responsible for the delivery of these key actions.



City of Kwinana

## Four Year Implementation Plan

Outcome	Objectives	Key Actions	Description
	1.1	Review and implement the Streetscape Upgrade Strategy	The Streetscape Upgrade Strategy is a guide for the progressive upgrading and future project planning of the City's ageing streetscapes, and to ensure that landscaping to all streets within the City remains at a comparable standard. This strategy proposes many different projects of varying cost and complexity, however the City will only be able to implement them according to available funds and resources.
	1.1	Develop the Urban Forest Plan	This Plan will guide the City's management of its urban forest canopy through data collection and analysis that enables a coordinated approach to conserve, expand and manage the City's urban forest on both public and private land.
	1.2	Implement the Local Biodiversity Strategy	This Strategy provides a strategic planning framework to understand the City's ecological assets and plan for biodiversity conservation now and into the future.
	1.1, 1.2	Develop and implement the Environment Strategy	The Environment Strategy seeks to shape environmental priorities over the next 7-10 years through strategic and well-constructed officer and community engagement that has regard to the significant work that has already been prepared and is being undertaken by the City.  It is the City's intent that the Strategy will be a principle-based document that; provides direction to and synthesises the existing operational plans that have been prepared, helps to prioritise resourcing and the City's work plan for all things Environment so that can then feed into the overall Sustainability Framework considerations of the City. The Strategy is also intended to provide targets and associated performance indicators for the measurement of progress toward those targets.
 <b>LOCAL BIODIVERSITY STRATEGY ACTIONS</b>			
	1.2	Develop and implement the Pilot Environmental Stewardship Program	A key action of the Local Biodiversity Strategy, this Program focuses on improving priority local natural areas by working with private property owners. The Program will include engaging with property owners and arranging site visits that assess ecological value, and the provision of technical advice including weed control, revegetation, site planning, feral animal management, erosion control, ecological management and an annual provision of tube-stock revegetation plants for program participants.
	1.2	Update the Natural Areas Management Plan	This Plan aims to ensure that both the community values and biodiversity values in the City managed reserves are preserved and improved through appropriate management practices that consider cultural, social, heritage, environmental, scientific and practical issues and values.
  	1.2, 2.1, 4.1	Finalise and implement the Local Planning Strategy	This Strategy builds upon Kwinana's rich planning history and provides the guiding vision for Kwinana's growth and development over the next 15 years. The Strategy is vital in providing a long-term strategic planning direction on how Kwinana will continue to be a place that is rich in spirit, alive with opportunities and surrounded by nature through the planning of innovative and quality development in a sustainable manner.
	1.2	Prepare the Local Planning Scheme	A new Local Planning Scheme 4 will replace the existing LPS 2 and 3 which were originally gazetted in 1992 and 1998 respectively. Local Planning Scheme 4 will be the primary statutory document of our planning framework. It will describe the zoning of land within the City, specify where particular land uses are permitted and set how development is intended to occur. It will be the main tool to implement the vision as set out in the Local Planning Strategy.
	1.2	Implement the Kwinana Loop Trail Management Plan	The Kwinana Loop Trail provides a 21km circuit around the perimeter of the City. A detailed audit of the Loop Trail is being complete to determine the detailed design which will result in a staged plan for the development of the project.
 	1.2, 3.1	Implement the Waste Plan	This Plan ensures that waste avoidance and environmental protection is an integral part of the City's activities and aligns to State and Federal Strategies. The City aims to achieve a sustainable, cost effective and best practice approach to waste management that supports the Kwinana community, economy and environment.

Key Action Type		21/22	22/23	23/24	24/25	Budget Type	Responsible Area
Program				Review	Implement	Operating	Engineering
Project	Develop					Operating	Planning and Development
Project	Develop			Implement		Operating	Planning and Development
Project			Develop		Operating	Environment and Health	
Project			Develop and Implement	Implement	Operating	Planning and Development	
Project	Update					Operating	City Operations
Project	Implement					Operating	Planning and Development
Major Project	Prepare					Operating	Planning and Development
Major Project			Implement		Capital	Community Facilities	
Program	Implement					Operating	Environment and Health





City of Kwinana

## Four Year Implementation Plan *continued*

Outcome	Objectives	Key Actions	Description
	<b>WASTE PLAN ACTIONS</b>		
	1.2	Implement the Water Plan	This Plan aims to improve the ecological health of our wetlands and reserves, and reduce scheme and groundwater consumption by improving the efficiency of our facilities and equipment.
	1.2	Implement the Littering and Illegal Dumping Management Plan	A key action of the Waste Plan, this Plan provides direction for a strategic and coordinated approach to the prevention and management of litter and illegal dumping in Kwinana and includes targets for reducing occurrences and response times.
	1.2	Implement the Climate Change Plan	This Plan defines how the City views climate change, its effects and risks to the City's assets, operations and community. The Plan directs mitigation actions aimed at reducing emissions that contribute to climate change, and adaptation actions aimed at increasing resilience to the progressive impacts of climate change in Kwinana.
	1.2	Implement the Energy Plan	The Energy Plan sets targets and drives activities that increase the City's energy efficiency and reduce its energy related emissions.
	1.2	Implement the Integrated Mosquito and Midge Management Plan	This Plan provides an overall approach to mosquito and midge control to ensure that each known or potential breeding site is assessed and monitored, and all possible control options are considered for implementation.
<b>Outcome 1</b> <b>UN Sustainable Development Goal alignment</b> <div> </div>			
	2.1	Develop and implement a Local Economic Development Strategy	This Strategy focuses on economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents and businesses in Kwinana.
	2.1	Implement a Shop Local Campaign	This Campaign is designed to promote local business it will incorporate promotion, support, shop and share initiatives and focus on 'Stay Loyal, Shop Local' emphasis.
	2.2, 5.1	Review and implement the Advocacy Plan	This Plan details and prioritises the City's advocacy effort.
<b>Outcome 2</b> <b>UN Sustainable Development Goal alignment</b> <div> </div>			
	3.1	Implement the Community Infrastructure Plan	<p>This Plan provides the City of Kwinana with a strategic framework for providing community infrastructure and focuses on community facilities typically provided by Local Government.</p> <p>The revised plan was adopted by Council in December 2022. Complete projects include the Ngook Boorn Mia Mia / Honeywood Pavilion and design work has commenced for Wellard West Pavilion.</p>
	3.1	Integrate the Sustainability Framework	This Framework aims to support the outcomes of the Strategic Community Plan in an environmentally, socially and economically responsible way. Key sustainability principles are used to guide City operations and decision-making, which together with the vision, identified outcomes and performance indicators form the basis of the Framework. The Framework is intended to support Kwinana in becoming a sustainable City for current and future generations.

Key Action Type	21/22	22/23	23/24	24/25	Budget Type	Responsible Area
Program			Implement		Operating	Environment and Health
Project			Implement		Operating	Environment and Health
Program / Project	Implement				Operating	Environment and Health
Project				Implement	Operating	Environment and Health
Program	Implement				Operating	Environment and Health
Project	Develop			Implement	Operating	Economic Development and Advocacy
Project			Implement		Operating	Economic Development and Advocacy
Project			Review	Implement	Operating	Economic Development and Advocacy
Program			Implement		Operating	Community Facilities
Project			Integrate		Operating	Environment and Health



City of Kwinana

## Four Year Implementation Plan *continued*








Outcome	Objectives	Key Actions	Description
	3.1, 5.1	Review the Infrastructure Strategy	The Infrastructure Strategy summarises planned capital works over the next 20 years and the impact these investments will have on the state of the City's assets over that time.
	3.2	Update and implement the Bike and Walk Plan	The function of the Bike and Walk Plan includes: evaluating the existing cycling network in the City, identifying local opportunities to integrate cycling and walking into daily life, consulting with key stakeholders (State Government and local community), planning the expansion of the cycling and walking network, encouraging and promoting cycling and walking, developing an action schedule of works for attaining improvements to the cycling and walking network focused on individual neighbourhoods, and developing a longer-term active travel network for the continued development and promotion of cycling and walking.
	3.3	Implement Parks Upgrade Strategy	The Parks Upgrade Strategy aims for Public Open Space in Kwinana to provide a variety of spaces, which encourages play and healthy activity, social, economic and environmental sustainability, and provides a place for interaction with nature.
<b>Outcome 3</b> <b>UN Sustainable Development Goal alignment</b>			
	4.1	Review Place Plans	The City currently has three Place Plans that have been implemented; the Bertram Place Plan, Medina Place Plan and the Wellard Place Plan. These plans are guides for working together to create the best suburb possible, depending on the community engagement received focus may be on the neighbourhood centre, local shopping centre and each document sets out guiding principals and a unique action plan for activating the areas over an 18 month period.
	4.1	Finalise City Centre Precinct Structure Plan	The City is developing a plan to guide how development will look in the City Centre over the next 10 years and what types of activities would be appropriate to meet the needs and wants of the growing community.  This plan is known as a Precinct Structure Plan, and it will build on the vision and outcomes of the City Centre Master Plan developed in 2019.
	4.1	Develop an Arts and Culture Strategy	The Arts and Culture Strategy will serve as a guiding framework to promote and enrich the cultural landscape of Kwinana. It will set a vision to preserve and celebrate the cultural heritage and traditions of the community; showcase and support high-quality arts and cultural experiences; encourage innovation and creativity by supporting emerging practitioners; foster collaboration and partnerships with arts and cultural organisations; and establish Koorliny Arts Centre as a vibrant hub of arts and cultural activity.
	4.1, 4.2	Implement the Social Strategy	The Social Strategy provides a set of strategic social priorities determined through community engagement, to drive actions that strengthen existing initiatives, guide future responses, and inform organisational improvement.
	<b>SOCIAL STRATEGY ACTIONS</b>		
	4.2	Implement the Public Art Masterplan	The Public Art Masterplan has been developed to provide an overarching framework for all public art in the City of Kwinana. This framework will guide City-led commissions, developer contributions, and community-led public artworks and ensure that investments in public art provide positive outcomes for the community.
	4.2	Implement the History and Heritage Implementation Plan	Kwinana is a place of many stories. It is important that its history and heritage is preserved for future generations.  Kwinana has a rich and complex history, characterised by vision, resilience and repeated change, echoes of which are retained in both its physical form and in its remaining historical structures.  Of these, Smirks Cottage (Smirks) and Sloans Cottage (Sloans) are highly prized by the Community as emblematic of the area's historical development and growth, close association with pioneering families, and as representative of European settlement, development and history of the area.

Key Action Type		21/22	22/23	23/24	24/25	Budget Type	Responsible Area
Program	Implement				Operating	Asset Management Services	
Project / Program	Update				Operating	Engineering	
Program	Implement				Operating	Engineering	
Project			Review		Operating	Community Engagement	
Project				Finalise	Operating	Planning and Development	
Program				Develop	Operating	Community Engagement	
Program	Implement				Operating	Community Engagement	
Program	Implement				Operating	Community Engagement	
Program	Implement				Operating	Community Engagement	



City of Kwinana

## Four Year Implementation Plan *continued*

Outcome	Objectives	Key Actions	Description
 	4.3, 5.1	Implement the Innovate Reconciliation Action Plan	<p>The City of Kwinana is committed to the journey of conciliation and respects Aboriginal and Torres Strait Islander people's connection to Country as the Traditional Custodians of the land. The City of Kwinana's mission is to work together with the Kwinana community to build positive relationships between Aboriginal and Torres Strait Islander communities and non-Aboriginal communities. Throughout this journey, the City aims to promote and assist with the development of pathways and opportunities in support of Aboriginal and Torres Strait Islander communities that are meaningful, mutually beneficial and sustainable.</p> <p>The purpose of this plan is to:</p> <ul style="list-style-type: none"> <li>further develop and strengthen the relationship between the City and the community; and</li> <li>embed the practice of consulting with Aboriginal and Torres Strait Islander communities on City business. In particular, when developing frameworks and strategies that have the greatest impacts on our community, but also, when developing programs, events, activities and services within the City.</li> </ul>
	4.3	Implement the Disability Access and Inclusion Plan	This Plan has been created with the intention of building a community in which all people have access to, and are included in, everything our wonderful City has to offer. The City is committed to looking at ways to remove barriers to access and inclusion that may restrict a person's abilities. The City is committed to actively promoting environments and services in which all people are valued and have the choices to live their best lives.
	4.2	Deliver community safety and crime prevention initiatives	City of Kwinana is very committed to the safe enjoyment of community life, we are continuously implementing and enhancing initiatives aimed at preventing crime and promoting safety. This includes developing strategic partnerships and collaborative approaches to educate and inform our residents to take ownership of safety in their local community.
	4.2	Develop and Implement a CCTV Strategy	This Strategy will guide Council's decisions on the introduction, revision and significant maintenance to CCTV infrastructure in public places and Council property; and ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.
	4.4	Develop and implement the Kwinana Healthy Lifestyles Program	The Healthy Lifestyles Action Plan aims to improve community health outcomes through education, programs, messaging and partnerships.
	4.4	Review the Public Health Plan	This Plan is a guiding document for health and wellbeing improvements in the City of Kwinana, the City believes that the health and wellbeing of its community is paramount. The City takes a holistic view of health, which is influenced by the interconnections between our social, cultural, economic, built and natural environments. Within these environments the City, often in partnership with the community and other agencies, can create and maintain positive health and wellbeing outcomes.
	4.2	Construct a Jump/Pump Track	A Jump/Pump Track has been identified to be constructed in Wandi to provide youth activities and additional infrastructure in the area. Stage 1 commenced in 2022/2023 with the City engaging Three Chillis (Mountain Bike specialists) to engage with young people in the local area and draw up the concept design. The concept design will then inform Stage 2 - Jump/Pump Track construction.
	4.4	Implement Homelessness Outreach Services	Partnership with the City of Kwinana with St Patrick's Community Support Centre (St Pat's), enabling the organisation to operate an assertive outreach service in Kwinana. Assertive outreach is an evidence-based practice to combat street homelessness in which housing staff, specialist caseworkers and health professionals conduct patrols to proactively engage with people experiencing street homelessness and provide a pathway to stable long-term housing. The new service is kicking goals and really making a massive difference in the form of outcomes and proactive approaches.
<b>Outcome 4</b> <b>UN Sustainable Development Goal alignment</b>			   



Key Action Type	21/22	22/23	23/24	24/25	Budget Type	Responsible Area
Program	Implement				Operating	Community Engagement
Program	Implement				Operating	Community Engagement
Program				Deliver	Operating	Community Engagement
Project / Program				Implement	Operating	Essential Services
Program	Develop and Implement				Operating	Community Engagement
Project		Review			Operating / Capital	Community Engagement
Project				Construct	Operating	Engineering
Program			Implement		Operating	Community Engagement



City of Kwinana

## Four Year Implementation Plan *continued*

Outcome	Objectives	Key Actions	Description
	5.1	Implement the Strategic Community Plan and Corporate Business Plan	<p>The City's plan for the future, Kwinana 2030 is made up of two documents the Strategic Community Plan and the Corporate Business Plan.</p> <p>The Strategic Community Plan sets out the long term vision of the Kwinana community over the next 10 years.</p> <p>The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision.</p>
	5.1	Facilitate the Boola Maara Aboriginal Consultative Committee Meetings	The Boola Maara Aboriginal Consultative Committees primary purpose is to provide Council with advice in relevant Aboriginal cultural matters to assist its decision making of the Kwinana Community. The Committee will assist the Council in making culturally appropriate, respectful, and informed decisions pertaining to community matters, particularly those affecting the Aboriginal community and the environment.
	5.2	Develop an Early Years Partnership	Partnership with the Department of Communities to address the high levels of childhood vulnerability through key initiatives which improve service coordination, connect families to services and raise awareness of the early years.
	5.2	Implement the Community Engagement Framework	For the City of Kwinana to understand and deliver on the aspirations of our community, the City needs to invest in meaningful and productive relationships, partnerships and practices. This Community Engagement Framework identifies how the City will work to provide ongoing opportunities for community and stakeholders to influence decisions, collaborate on action and share in success. Utilising a range of key documents, process' and tools, the City will identify opportunities for the community to participate in decision making process' in an intentional, meaningful, and timely manner. Leveraging existing relationships with and building on the existing understanding of the community, creating accessible and welcoming opportunities for all to participate and ensuring the communities contribution is heard, valued and reflected in the outcomes, will form the key indicators of success in implementing the Community Engagement Framework.
	5.2	Develop and implement a Communication Strategy	This Strategy will provide an approach to improve the community's awareness of the City's efforts to meet community priorities. It will provide a more consistent approach, through the use of key messages and visual branding elements, to better align community priorities with the strategic objectives and enhance the community's understanding of the services and initiatives that the City is undertaking in an effort to achieve its strategic outcomes.
	5.3	Continue to implement customer experience improvement initiatives	Continue to implement initiatives that help improve the customer satisfaction at all touchpoint across the organisation and enhance the customer experience.
	5.4	Implement the Corporate Business System Project	The Corporate Business System project is the implementation of an organisational wide enterprise resource planning product. This system, which impacts every business in the City, provides an enhanced opportunity to review the way our business is done, and to provide a platform for continuous improvement.
<p><b>Outcome 5</b> UN Sustainable Development Goal alignment</p> <div> </div>			

Key Action Type		21/22	22/23	23/24	24/25	Budget Type	Responsible Area
Program	Implement					Operating	Governance and Legal
Project				Facilitate		Operating	Community Engagement
Project		Develop				Operating	Community Engagement
Program	Implement					Operating	Community Engagement
Program			Develop and Implement			Operating	Marketing and Communications
Program			Implement			Operating	Marketing and Communications
Major Project	Implement					Operating	Corporate Business System Project Team

# Snap shot

## Key Actions completed within 2023/2024

### Outcome 1

#### Procurement of EV Charging Points

Installation of EV Charging Station at the Kwinana Adventure Park.

#### Update

EV Charging Stations have been installed at the Kwinana Adventure Park and also at the City's Administration Building, building a network of chargers at high traffic locations within the City.

These charging stations are accessible to residents and visitors, with chargers at both of these sites proving very popular and regularly in use.

Supporting the transition to sustainable energy sources aligns with the City's commitment to its Sustainability Framework and the UN Sustainable Development Goals.





## Outcome 2

### Implement a Small Business Friendly Approval System

The City of Kwinana Small Business Friendly Approval Program Action Plan was developed as a result of the City's participation in the State Government-funded Small Business Friendly Approvals Program, led by the Small Business Development Corporation (SBDC). The program aims to streamline the process of obtaining business licenses and trading permits from local government authorities as well as accelerate regulatory reform to support economic recovery from the impact of COVID-19.

### Update

The implementation of the Small Business Friendly Approvals Program has been successfully rolled out, with the Small Business Friendly Approvals Program Action Plan project actions being completed over the last two years. These actions were set to improve the customer experience, reduce approval times and support small businesses to establish, grow and thrive in the City of Kwinana.

The City continues to aim to improve the experience of small business owners with their local government. We are committed to ensuring relevant information is readily available to help inform their business direction and streamline our processes to ensure approvals are achieved in a timely fashion. Small Business needs are being monitored through the City's Economic Development and Advocacy Team and the Development Assessment Unit.



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City of Kwinana

### Outcome 3

#### Investigate options for Bulk Waste Collection

The current verge collection service will be reviewed to ensure the City provides the most effective and efficient verge collection service for the Kwinana community's needs into the future.

#### Update

The City assessed the feasibility of transitioning to a pre-booked verge collection service. Based on these findings, it was decided that the City will transition to a pre-booked variable collection service, commencing July 2025.

Under the pre-booked variable collection service, each property receives two collections of either bulk waste or green waste annually, with the option for up to two mattresses or white goods collections, limited to two items per year. Residents can opt to forgo mattress and white good collections in favour of an additional green waste collection annually. Further collections beyond the allocated amount can be obtained for a fee. This system is tailored to offer a convenient disposal method that aligns with the preferences of a majority of residents. By doing so, the City can make substantial strides towards achieving success in its waste management endeavours.



### Outcome 4

#### Investigate Bertram Centre Urban Design

The City will investigate partnership opportunities with universities to undertake an urban design review of the Bertram Centre with a view to identifying opportunities for improvement.

#### Update

This City was successful in investigating a partnership opportunity with Curtin University to undertake the urban design review of the Bertram Centre.

Unfortunately, Curtin University have been unable to provide the student numbers required to complete the project during 2023/2024.

The City is excited that this project opportunity remains a possibility and it will form part of the Planning and Development Teams' business planning once student numbers can be confirmed.



## Outcome 4

### Implement a Mural Art Program

The City has trialled some successful mural art programs and are looking to expand this to attract high profile artists to deliver numerous pieces throughout Kwinana which can form a Mural Art Trail.

### Update

The first mural was completed by contemporary artist, Sioux Tempestt, in July 2023 at Rhodes Park. The concept interprets the narrative of connection, inclusivity and community with the style incorporating the natural environment. An anti-graffiti coat has been applied. The Lions Club were consulted throughout the process and the City has received very positive feedback from the club and the wider community. The second mural for this program was installed in January 2024 outside the entrance to the Zone Youth Space. Completed by artist Sam Bloor, the text based mural is bold and affirmational. This process included consultation with young people and has received positive feedback from both City staff and attendees to the facility. Both murals align with the Public Art Masterplan.

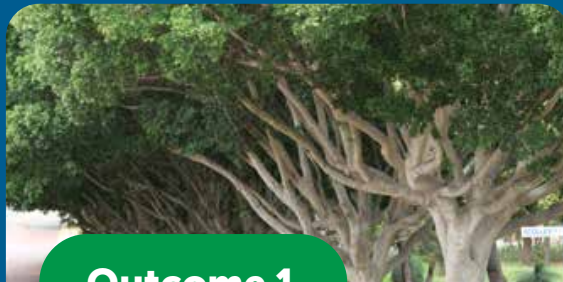


## Four Year Implementation Timeframe extensions

Some of our Key Actions have had their expected completion time extended, reasons vary from resourcing to project delays. Updates will continue to be provided through the City's Quarterly Performance Reporting.



## Introducing our new Key Actions for 2024/2025



### Outcome 1

#### Develop and implement the Environment Strategy

This Strategy will be a principle-based document that; provides direction to and synthesises the existing operational plans that have been prepared, helps to prioritise resourcing and the City's work plan for all things Environment so that can then feed into the overall Sustainability Framework considerations of the City.



### Outcome 4

#### Deliver community safety and crime prevention initiatives

City of Kwinana is very committed to the safe enjoyment of community life, we are continuously implementing and enhancing initiatives aimed at preventing crime and promoting safety. This includes developing strategic partnerships and collaborative approaches to educate and inform our residents to take ownership of safety in their local community.



### Outcome 4

#### Finalise City Centre Precinct Structure Plan

The City is developing a plan to guide how development will look in the City Centre over the next 10 years and what types of activities would be appropriate to meet the needs and wants of the growing community.

This Plan will be prepared in accordance with the requirements for State Planning Policy 7.2 Precinct Design and the Precinct Design Guidelines and State Planning Policy 4.2 Activity Centre for Perth and Peel.



### Outcome 4

#### Construct a Jump/Pump Track

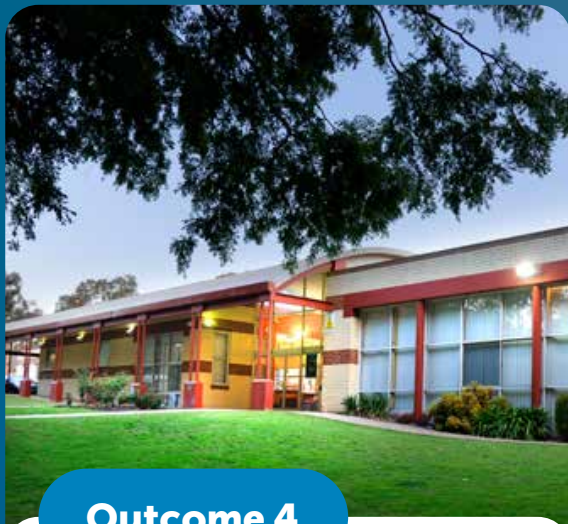
A Jump/Pump Track has been identified to be constructed in Wandi to provide youth activities and additional infrastructure in the area. Stage 1 commenced in 2022/2023 with the City engaging Three Chillis (Mountain Bike specialists) to engage with young people in the local area and draw up the concept design. The concept design will then inform Stage 2 - Jump/Pump Track construction.



## Outcome 4

### Implement Homelessness Outreach Services

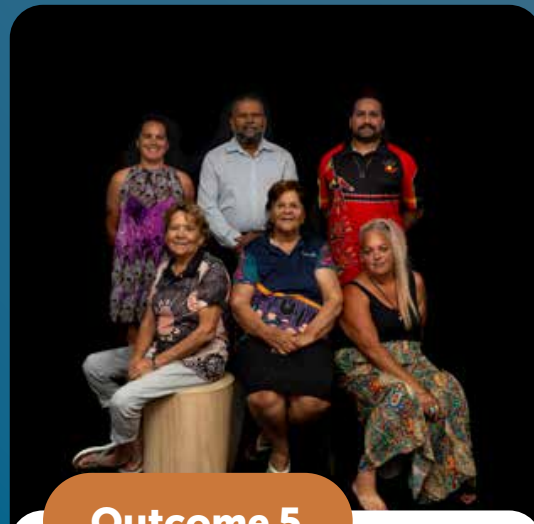
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## Outcome 4

### Develop an Arts and Culture Strategy

This Strategy will serve as a guiding framework to promote and enrich the cultural landscape of Kwinana. It will set a vision to preserve and celebrate the cultural heritage and traditions of the community; showcase and support high-quality arts and cultural experiences; encourage innovation and creativity by supporting emerging practitioners; foster collaboration and partnerships with arts and cultural organisations; and establish Koorliny Arts Centre as a vibrant hub of arts and cultural activity.



## Outcome 5

### Facilitate the Boola Maara Aboriginal Consultative Committee Meetings

The Boola Maara Aboriginal Consultative Committees primary purpose is to provide Council with advice in relevant Aboriginal cultural matters to assist its decision making of the Kwinana Community. The Committee will assist the Council in making culturally appropriate, respectful, and informed decisions pertaining to community matters, particularly those affecting the Aboriginal community and the environment.

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City of Kwinana

# Key Projects Map

## Key Projects:

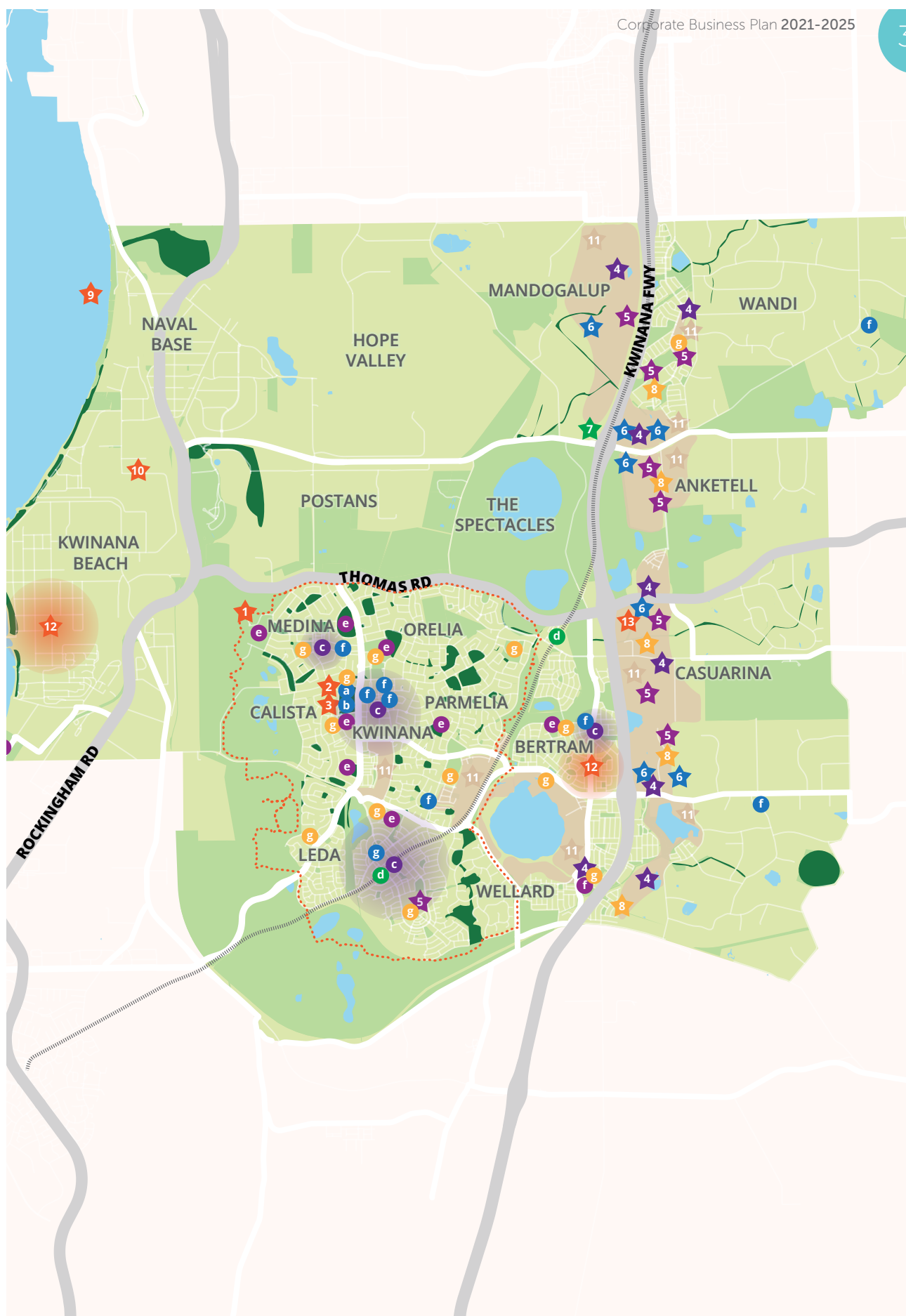
	Term
1 Kwinana Loop Trail Upgrade	Short
2 Mini Golf	Short
3 Junior Safety Bike Track	Short
4 Proposed Activity Centres	Short, Medium and Long
5 Proposed Recreation Facilities	Short, Medium and Long
6 Proposed Community Facilities	Short, Medium and Long
7 Proposed Train Station	Long
8 Proposed Schools	Long
9 Westport	Long
10 Waste to Energy Plant	Medium
11 Future Urban	Long
12 Planting Program	Short and Medium
13 Existing Projects - Service Commercial	

## Key 'All of Kwinana' Projects:

	Term
Implementing the Safety and Crime Prevention Plan	Short, Medium and Long
Implementing the Local Planning Strategy	Short, Medium and Long
Implementing the Streetscape Strategy	Short, Medium and Long
Implementing the City Operations Annual Works Program	Short, Medium and Long

## Existing Infrastructure:

a Community Facilities – Kwinana Adventure Park	f Community Facilities
b Community Facilities – The Edge Skatepark	g Schools
c Existing Activity Centres	Local Parks
d Train Stations	Primary Roads
e Recreation Facilities	Railway Line



## How we will fund it

Resourcing plans include both financial and non-financial resources that are required over the life of the Corporate Business Plan. These resource plans ensure we have adequate resources (asset, financial and workforce) to deliver the services and assets to meet the Community's vision.

The Corporate Business Plan implementation has been aligned with our Long Term Financial Plan, the forecasts indicate how and when the City intends to fund certain activities.

Long-term financial sustainability is a key objective of the City's financial planning and its annual budget. With careful planning, the community can be assured that the City has the financial resources to achieve the objectives set out in this Corporate Business Plan.



## Statement of Financial Activity/Rate Setting Statement (by Nature or Type)

Note: figures are 000's

	2022 \$	2023 \$	2024 \$	2025 \$
<b>Opening Funding Surplus (Deficit)</b>	500	0	0	0
<b>Revenue from operating activities</b>				
Rates	42,035	43,991	46,001	48,066
Operating Grants, Subsidies & Contributions	6,895	6,976	7,073	7,185
Fees & Charges	12,975	12,389	12,574	12,800
Interest Earnings	689	690	692	693
Other Revenue	413	418	424	431
<b>Revenue from operating activities</b>	<b>63,008</b>	<b>64,465</b>	<b>66,764</b>	<b>69,175</b>
<b>Expenditure from operating activities</b>				
Employee Costs	(26,993)	(27,155)	(27,561)	(27,975)
Materials & Contracts	(24,704)	(24,909)	(25,278)	(25,658)
Utilities	(2,804)	(2,903)	(3,004)	(3,109)
Depreciation	(16,537)	(16,702)	(16,869)	(17,038)
Interest Expenses	(829)	(695)	(581)	(468)
Insurance Expenses	(614)	(622)	(630)	(640)
Other Expenditure	(312)	(316)	(320)	(324)
<b>Expenditure from operating activities</b>	<b>(72,793)</b>	<b>(73,301)</b>	<b>(74,244)</b>	<b>(75,214)</b>
<b>Operating activities excluded from budget</b>				
Add back Depreciation	16,537	16,702	16,869	17,038
Other non-cash movements	(2,957)	(424)	1,266	(364)
<b>Amount attributable to operating activities</b>	<b>3,795</b>	<b>7,442</b>	<b>10,656</b>	<b>10,635</b>
<b>New Operating Proposals</b>				
New Employment Expenses	(286)	(485)	(492)	(694)
New Service/Changes to Services Proposals	(864)	(788)	(686)	(725)
<b>New Operating Proposals</b>	<b>(1,150)</b>	<b>(1,273)</b>	<b>(1,179)</b>	<b>(1,420)</b>
<b>Amount available for capital and other commitments</b>	<b>3,145</b>	<b>6,169</b>	<b>9,477</b>	<b>9,216</b>
<b>Investing activities</b>				
Grants, Subsidies and Contributions	17,010	14,915	3,232	6,032
Proceeds from Self Supporting Loan	18	18	19	20
New / Upgrade Asset Expenditure	(18,313)	(15,008)	(2,805)	(5,447)
Renewal Asset Expenditure	(5,675)	(6,378)	(6,870)	(8,050)
<b>Amount attributable to investing activities</b>	<b>(6,961)</b>	<b>(6,453)</b>	<b>(6,424)</b>	<b>(7,445)</b>
<b>Financing Activities</b>				
Repayment of Debentures	(4,602)	(2,262)	(2,241)	(2,341)
Proceeds from New Debentures	2,500	0	0	0
Transfer to Reserves	(11,289)	(15,906)	(8,039)	(10,471)
Transfer from Reserves	17,207	18,452	7,226	11,041
<b>Amount attributable to financing activities</b>	<b>3,815</b>	<b>284</b>	<b>(3,053)</b>	<b>(1,771)</b>
<b>Closing Funding Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





City of Kwinana

## New Operating Expenses

Note: Figures are 000's

Directorate	Team	New Operating Item	2022	2023	2024	2025
			\$	\$	\$	\$
<b>Office of CEO</b>						
	<b>Contracts &amp; Tenders</b>					
		TechOne E-portal			56	16
	<b>Economic Development</b>					
		Joint Community and Economic Development Plan	20	40		
	<b>Governance</b>					
		Bi-annual Elections	110	56	56	57
		Internal Audit	45	46	46	47
	<b>HRM</b>					
		EBA Negotiations	25			26
		Classification Project	15			
		Legal Expenses	5	5	5	5
	<b>Marketing &amp; Communications</b>					
		Community Perception Survey		32		33
<b>City Infrastructure</b>						
	<b>Asset Management</b>					
		Consultancy	90	78	46	52
	<b>City Operations</b>					
		New Estates	42	97	104	168
		Infra audit footpath defects		5	5	5
		Tactile renewal Project (Across the City)	10	10	10	10
		Road Patching Work (contractor cost)	10	10	12	15
		Bushland weed and condition mapping	20	20	21	
		New Natural Area Reserves	30	30	31	31
		Loop Trail maintenance			18	19
<b>City Life</b>						
	<b>Community Engagement</b>					
		Healthy Lifestyles Programs and Activities	68	69	69	71
		Reinstatement of Event budget	250	253	257	261
	<b>Community Services</b>					
		Program income		(1)	(3)	(4)
		Increase to hire fees	(55)	(60)	(66)	(72)
		Commission payable - Online booking system	32	35	37	39
	<b>Family Daycare</b>					
		Family Day Care Australia Conference	9			9
	<b>Recquatic</b>					
		Spin bike lease	6	6	6	6
		Room hire (once Stirling Skills lease has ceased)		(10)	(21)	(31)
		Standard Aquatic Membership - 15%, \$10,500		(11)	(22)	(33)
		Junior Aquatic Membership - 5%, \$6,500		(7)	(13)	(20)
		Premium Aquatic Membership 20%, \$14,000		(14)	(29)	(44)
		Creche Memberships - 10%, \$7,000		(7)	(14)	(22)
		Premium Recquatic Membership - 30%, \$21,000		(21)	(43)	(66)
		Standard Fitness Membership - 20%		(14)	(29)	(44)
		Court Hire		(3)	(7)	(10)



Directorate	Team	New Operating Item	2022 \$	2023 \$	2024 \$	2025 \$
<b>City Development and Sustainability</b>						
	<b>Environmental Health Services</b>					
		Energy Audits	10	10	10	10
		Revolving Energy Fund	7	7	7	7
		Feasibility Study 3rd bin		76		
		Waste Education Plan & Waste Plan Review				52
		Review of Public Health Plan			21	
		Review of the Mosquito and Midge Management Plan			5	
		Relief for staff	5	5	5	5
		SMRC Exit Costs	60			
		Reserve Funded	(60)	(76)		(52)
	<b>Essential Services</b>					
		DFES funding for Bushfire Risk Management Plan	(80)			
		Bushfire Risk Management Plan	80			
		LEMA's and Community Emergency Risk Management Plans				52
		Infringement & reporting system software subscription		11	11	11
<b>City Business</b>						
	<b>Finance</b>					
		GRV Valuation Year	85	86	87	89
		Incentives/Prize Draw	5	5	5	5
		Fair Value Asset Valuations	20			21
		Financial Management Review		20		
<b>Grand Total</b>			<b>864</b>	<b>788</b>	<b>686</b>	<b>725</b>



City of Kwinana

## New Workforce Plan Expenses

**Note: Figures are 000's**

	2022	2023	2024	2025
	\$	\$	\$	\$
<b>New positions</b>				
<b>City Development and Sustainability</b>				
<b>Building Control/Approvals</b>				
Building Cadet	73	74	75	76
Building Surveyor	50			
<b>Environmental Health Services</b>				
(Existing) ENV8 Sustainability Officer	38	38	39	39
<b>City Life</b>				
<b>Community Engagement</b>				
Active Kwinana Program Officer	87	88	89	90
<b>Community Services</b>				
DCA 10 - Local Community Centre Staff				
DCA 8 - Local Community Centre Staff				
DCA 9 - Local Community Centre (large Scale)				
District A - Youth Centre				
District A & B Branch Library				
District A & B Dry Recreation Centre				
District B Community Centre Staff				
District B Youth Centre				
Local Community Centre/Clubroom District B (Wellard West)				
<b>City Infrastructure</b>				
<b>City Operations</b>				
Technical Officer - Natural Areas	38	38	39	39
Supervisor Parks				
				Occurring outside of 4 years but within the Strategic Community Plan span of 10 years
Mechanical Apprentice		41	42	43
<b>Engineering Services</b>				
ETO Traffic				97
ETO Design				97
ETO Project Management				
				Occurring outside of 4 years but within the Strategic Community Plan span of 10 years
<b>City Business</b>				
<b>IT</b>				
Spatial Data Analyst		112	113	115
TechOne & HR Software Analyst		94	95	97
<b>Grand Total</b>	<b>286</b>	<b>485</b>	<b>492</b>	<b>694</b>

Occurring outside of 4 years  
but within the Strategic  
Community Plan span of 10  
years





City of Kwinana

## Capital Expenditure

**Note: Figures are 000's**

	2022	2023	2024	2025
Project Name	\$	\$	\$	\$
<b>Renewal</b>	<b>5,675</b>	<b>6,378</b>	<b>6,870</b>	<b>8,050</b>
<b>Buildings</b>	<b>1,120</b>	<b>921</b>	<b>1,139</b>	<b>1,668</b>
Building Contingency	100	101	103	104
Building Renewals	420	769	985	1,564
Operations Centre Extension	550			
Administration Building	50	51	51	
<b>Bus Shelters</b>	<b>18</b>	<b>22</b>	<b>26</b>	<b>30</b>
Bus Shelters Renewal	18	22	26	30
<b>Car Parks</b>	<b>50</b>	<b>57</b>	<b>65</b>	<b>76</b>
Car Park Renewal	50	57	65	76
<b>Computing Infrastructure</b>		<b>152</b>	<b>154</b>	<b>156</b>
Corporate Business System Renewal - Transfer to Reserve		152	154	156
<b>Drainage</b>	<b>18</b>	<b>23</b>	<b>26</b>	<b>30</b>
Drainage Renewals per Asset Management Plan	18	23	26	30
<b>Footpaths</b>	<b>110</b>	<b>136</b>	<b>153</b>	<b>177</b>
Footpath Renewals	110	136	153	177
<b>Furniture &amp; Equipment</b>	<b>20</b>	<b>152</b>	<b>46</b>	<b>82</b>
Furniture and Fittings Renewal	20	20	21	21
Recquatic - Furniture & Equipment renewal		101		
Community Resource Centres Equipment Renewal			26	17
Self Check outs		30		23
Community resource centres plant and equipment renewal				21
<b>Motor Vehicles</b>	<b>350</b>	<b>354</b>	<b>359</b>	<b>365</b>
Plant Replacement Program - Light Fleet	350	354	359	365
<b>Parks &amp; Reserves</b>	<b>698</b>	<b>867</b>	<b>1,020</b>	<b>1,182</b>
Public Open Space/Parks & Reserves Renewals	698	867	1,020	1,182
<b>Roads</b>	<b>2,834</b>	<b>3,277</b>	<b>3,443</b>	<b>3,865</b>
MRRG Road Renewals and whether escalate funding	1,294	1,125	1,125	1,125
Road Reseal Renewals - Roads to Recovery	480	498	498	498
Muni Funded Road Renewals	1,060	1,654	1,820	2,242
<b>Street Lighting</b>	<b>19</b>	<b>24</b>	<b>28</b>	<b>33</b>
Street Lighting Renewal per Asset Management Plan	19	24	28	33
<b>Plant &amp; Equipment</b>	<b>439</b>	<b>393</b>	<b>410</b>	<b>386</b>
Plant Replacement Program - Plant & Equipment	370	374	380	386
Recquatic Plant renewal	27	19		
Recquatic Equipment renewal	30		31	
City Assist - Enclosures	12			

	2022	2023	2024	2025
Project Name	\$	\$	\$	\$
<b>New/Upgrade</b>	<b>18,313</b>	<b>15,008</b>	<b>2,805</b>	<b>5,447</b>
<b>Buildings</b>	<b>4,351</b>	<b>137</b>	<b>221</b>	<b>2,489</b>
DCA 12 - Local Sporting Ground with Community Centre / Clubroom - Wellard West			154	2,447
DCA 9 - Local Sports Ground Clubroom - Honeywood	3,718			
Operations Centre Extension	550			
Administration Building	50	51	51	
Rhodes Park Accessible Public Toilet		61		
Solar & Efficiency Equipment	8	25	15	42
Additional works around the Kwinana South VBFB	25			
<b>Bus Shelters</b>	<b>12</b>		<b>12</b>	
Bus Shelters New	12		12	
<b>Computing Infrastructure</b>	<b>535</b>			
Corporate Business System	455			
City Website Redevelopment		Occurring outside of 4 years but within the Strategic Community Plan span of 10 years		
Infringement System	80			
<b>Drainage</b>	<b>683</b>	<b>506</b>	<b>1,432</b>	<b>229</b>
DCA 3 - Peel Sub P Drain - Anketell Sth & Casuarina			1,175	
Drainage New	250		257	229
DCA 1 - Stormwater Management Infrastructure	433			
Drainage New - Tanson Road upgrade		506		
<b>Footpaths</b>	<b>1,032</b>	<b>536</b>	<b>499</b>	<b>281</b>
Footpaths New				
Gilmore Ave Shared path Construction - Chisham Ave to Wellard Rd			499	
Gilmore Ave Shared path Construction - Thomas Rd to Chisham Ave	740			
Parmelia Ave Shared path Construction - Sulphur Rd to Tunncliffe St		536		
Parmelia Ave Shared path Construction - Tunncliffe St to Wellard Rd				281
Footpaths New - Infrastructure Boost	292			
<b>Land</b>		<b>1,809</b>		
DCA 2,3,4,5,6,7 - Branch Library Land		629		
DCA 4,5 - Local Community Centre Land		393		
DCA 4,5,6 - District Youth Centre Land		786		
<b>Parks &amp; Reserves</b>	<b>985</b>	<b>11,879</b>	<b>498</b>	<b>2,301</b>
Urban Tree Planting	255	187	190	193
Streetscape Strategy	220	172	154	94
Parks Upgrade Strategy	160	152	154	156
DCA 2,3,4,5,6,7 - District Sporting Ground				1,858
DCA 6 - Mandogalup Public Open Space		11,014		
Kwinana Loop Trail Upgrade	350	354		
<b>Roads</b>	<b>10,540</b>	<b>101</b>	<b>103</b>	<b>104</b>
Road & Path Upgrades - Infrastructure Boost	960			
Black Spot Wellard Road & Henley Boulevard Pre-deflection	470			
Traffic Management Projects	100	101	103	104
DCA 3,4 - Thomas Road	9,010			
<b>Street Lighting</b>	<b>175</b>	<b>40</b>	<b>41</b>	<b>42</b>
Challenger Ave Street light construction - Warner to Bertram Road	135			
Street Lighting New	40	40	41	42
<b>Grand Total</b>	<b>23,988</b>	<b>21,386</b>	<b>9,675</b>	<b>13,497</b>



City of Kwinana

# How we will manage our workforce

To ensure the City's efficient and sustainable service delivery to the community, a capable and competent workforce is an imperative requirement.

To continue to provide the best possible level of service to the community, we have identified five strategic priorities to develop our workforce. These priorities were developed to align with the community outcomes of the Strategic Community Plan and the community's vision for the City.

Our strategic priorities:

1. Aligned and active leadership
2. Right people right behaviour
3. All working together as one team
4. Empowered and effective teams
5. Systems and processes

The City will continue to focus on providing a consistent level of service without increasing staff levels where possible.





# How we will manage our assets

The City's infrastructure assets represent a significant investment, over many generations. Millions of dollars are spent annually managing and maintaining this infrastructure, and it is imperative that we utilise the best management skills and practices to ensure related services are delivered economically and sustainably. To manage this, the City will implement and continuously monitor its Infrastructure Strategy.

This Infrastructure Strategy identifies how the City plans to transition from a traditional approach to providing infrastructure, where a small group of experts applied their knowledge within their own area of expertise to determine what needed to be done, to a collaborative and strategic approach across the whole organisation. This will ensure a well-informed understanding of stakeholder requirements obtained through appropriate engagement and will be supported by data-based analysis of asset condition and performance, and will result in the provision of appropriate and effective assets to the community in the most efficient means practicable.

The drive to improve the City's strategic management encompasses infrastructure and activities across the whole of the organisation. Specific initiatives associated with Infrastructure include (but is not limited to):

- Continue the development and implementation of best practise Asset Management Strategy and Framework aligned with ISO 55000.
- Develop efficiencies within the Corporate Business Systems with regard to Asset Management and Project and Operational Management.
- Process development and documentation.

These strategies will further inform our needs in both the short and longer term, and how we set our priorities in conjunction with affordability.

The City will seek to further clarify and define the requirements for service delivery as a separate function from asset management and project delivery, and allocate accountability and responsibility for those functions to specific roles within the organisation. It is envisaged this will give a sharper focus on ensuring appropriate service delivery supported by appropriate assets.

In the short term (0-5 years) the infrastructure strategy will strive to maintain the existing assets at the current Levels of Service (LoS) and address the known or identified major issues (e.g. high risk or regulatory compliance). However due to the chronic underfunding of asset renewals, the LoS will drop. During this time, non-urgent capital projects that are not likely to directly impact on the LoS in the short to medium term, should be prioritised or deferred.

In the medium term, (5-10 years) LoS will continue to drop, until we start investing enough to maintain the condition of assets.

In the longer term (10-15 years) with the forecast new investments, the decline in LoS will slow, until it stabilises in year 11, and slowly increases, on average, through the provision of new assets.

The City's proportion of expenditure on existing capital assets is insufficient when compared to the annual consumption of assets. As a consequence, the City is in effect asking future generations to fund the lifestyle of the current generation. The plan is to steadily increase renewal expenditure to improve the Asset Sustainability Ratio with a target of 80% within 10 years.



## How we will manage risk

The City is committed to an integrated approach to risk management to assist the City in setting appropriate strategies, achieving our objectives, and making informed decisions, in the best interest of our community.

The implementation of any plan inherently involves risks, and to address this, the City has established comprehensive measures to ensure effective risk management. The City's Risk Management Strategy describes its systematic approach to risk, closely adhering to the AS/NZS ISO 31000:2018 Risk Management – Guidelines.

The following risk management objectives have been identified for the City:

1. Minimise the occurrence of serious injury or loss of life;
2. Protect assets and resources, including natural and cultural;
3. Meet legislative and compliance requirements;
4. Minimise legal liability;
5. Minimise disruption to operations and services;
6. Minimise financial loss, including through theft or fraud;
7. Improve the City's governance, management capability and accountability;

8. Ensure an effective response to critical incidents effecting services and operations;
9. Effective emergency response and event recovery; and
10. Minimise potential damage to reputation.

Risks undergo continuous monitoring and regular reviews within the City. All Strategic, and High and Extreme Operational risk items are reported to both the Executive Leadership Team and the Audit and Risk Committee. This systematic approach ensures ongoing scrutiny of prioritised risks and facilitating an adequate progress in addressing them. Additionally, it validates the effectiveness of the management systems and controls implemented for risk management within the City.

## The Destination – How we will know we are there

Performance measurement and target-setting are important to the growth process of an organisation. By measuring our progress with reliable supporting data, we can better understand, manage and improve our performance, productivity and accountability.

The City, in conjunction with the community, will review this plan once every two years using results gained from a bi-annual community perceptions survey. This will give life to the measures listed in this plan and provide an indication of the City's progress towards achieving the community's vision. In addition to the survey, the City will undertake the following reporting processes to keep the community informed:

- Quarterly Performance Report to Council
- Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels



The City will utilise community perception indicators as well as several business indicators to show the overall performance of the Strategic Community Plan (shown in the tables above). This will be achieved through a detailed community perceptions survey and recording of internal business performance indicators. The last Community Perceptions Survey was undertaken in 2022 to review the community's perception of City

services, with the questions asked being specifically related to objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success towards the community's vision.





City of Kwinana

Community Outcome	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
 <b>1</b> <b>A naturally beautiful environment that is enhanced and protected</b>				
	Maintain performance of streetscapes, trees and verges	58%	1-10% variance	Every 2 Years
	Maintain performance of verge side bulk rubbish collections	61%	1-10% increase	Every 2 Years
	Improve performance of conservation and environmental management	57%	1-10% increase	Every 2 Years
	Maintain performance of efforts to promote and adopt sustainable practices to manage climate change	55%	1-10% increase	Every 2 Years
	Maintain performance of water resource management	56%	1-10% increase	Every 2 Years
	Maintain performance of general waste and recycling services	57%	1-10% increase	Every 2 Years
	Maintain performance of management of food, health, noise pollution issues	53%	1-10% increase	Every 2 Years
	Retain percentage of green canopy coverage	6% (between 2016 and 2020)	TBC upon adoption of the Urban Forest Strategy	TBC upon adoption of the Urban Forest Strategy
	Decrease average household waste generated per year	963 kg/hhl/year (2021/22)	1 % decrease per year	Annual
	Retain water-wise accreditation	Accredited	Accredited	Annual
 <b>2</b> <b>A resilient and thriving economy with exciting opportunities</b>				
	Improve performance of Economic Development and job creation	50%	1-10% increase	Every 2 Years
	Improve performance of efforts of access to goods and services locally	53%	1-10% increase	Every 2 Years
	Maintain performance of planning and building approvals	51%	1-10% variance	Every 2 Years
	Maintain performance of access to housing that meets community needs	58%	1-10% variance	Every 2 Years
	Maintain performance of how the industrial area is being developed	56%	1-10% variance	Every 2 Years
	Increase number of residents employed in the South West metro region	54.3%	1-10% increase	Annual
	Increase in number of new businesses locally	280 (new businesses recorded 2021 - 2022)	1-10% increase	Annual
	Develop and adopt a Local Economic Development Strategy	N/A	Within 4 years	Annual
	Develop the Local Planning Strategy and adopt by WAPC	N/A	Within 4 years	Annual

Community Outcome	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
 <b>3</b> <b>Infrastructure and services that are sustainable and contribute to health and wellbeing</b>	Maintain performance of building and maintaining local roads	58%	1-10% variance	Every 2 Years
	Maintain performance of traffic management on local roads	58%	1-10% variance	Every 2 Years
	Maintain performance of footpaths and cycleways	61%	1-10% variance	Every 2 Years
	Improve performance of playgrounds, parks and reserves	68%	1-10% increase	Every 2 Years
	Improve performance of community centres and facilities	64%	1-10% increase	Every 2 Years
	Improve the Asset Renewal Funding Ratio	30%	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Operating Surplus Ratio	(0.20)	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Current Ratio or Working Capital Ratio	33%	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Debt Service Cover Ratio	234%	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Own Source Revenue Ratio	75%	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Asset Consumption Ratio	77%	Will be confirmed on completion of the Long Term Financial Plan	Annual
	Improve the Asset Sustainability Ratio	27%	80%	Annual
 <b>4</b> <b>A unique, vibrant and healthy City that is safe, connected and socially diverse</b>	Improve performance of festivals, events, art and cultural activities	60%	1-10% increase	Every 2 Years
	Maintain performance of access to health and wellbeing services, including mental health	51%	1-10% variance	Every 2 Years
	Maintain performance of disability access and inclusion	56%	1-10% variance	Every 2 Years
	Maintain performance of community centres and facilities	64%	1-10% variance	Every 2 Years
	Maintain performance of seniors' care, services and facilities	55%	1-10% variance	Every 2 Years
	Improve performance of multiculturalism and racial harmony	60%	1-10% increase	Every 2 Years



City of Kwinana

Community Outcome	Performance Measure	Current Performance (2020 unless specified)	Target	Frequency
	Maintain performance of footpaths, trails and cycleways	61%	1-10% variance	Every 2 Years
	Maintain performance of how local history and heritage is preserved and promoted	62%	1-10% variance	Every 2 Years
	Maintain performance of Kwinana Recquatic	69%	1-10% variance	Every 2 Years
	Maintain performance of library and information services	76%	1-10% variance	Every 2 Years
	Maintain performance of lighting of streets and public places	56%	1-10% variance	Every 2 Years
	Improve performance of opportunities to take part in physical activity	63%	1-10% increase	Every 2 Years
	Improve performance of community safety and crime prevention	36%	1-10% increase	Every 2 Years
	Improve performance of family and children's services and facilities	60%	1-10% increase	Every 2 Years
	Maintain performance of youth services and facilities	60%	1-10% variance	Every 2 Years
	Maintain performance of sport and recreation facilities	65%	1-10% variance	Every 2 Years
	Improve performance of the area's character and identity	55%	1-10% increase	Every 2 Years
	Maintain performance of volunteer recognition and support	58%	1-10% variance	Every 2 Years
	Percentage of population participating in opportunities to take part in physical activity	63%	1-10% variance	Every 2 Years



## 5

## Visionary leadership dedicated to acting for its community

Maintain performance of Council's leadership within the community	75%	1-10% variance	Every 2 Years
Maintain performance that the City has developed and communicated a clear vision for the area	28%	1-10% increase	Every 2 Years
Maintain performance of the openness and transparency of Council processes	46%	1-10% variance	Every 2 Years
Maintain performance of the City clearly explains reasons for decisions and how residents' views are taken into account	19%	1-10% variance	Every 2 Years
Maintain performance of how the community is consulted and engaged about local issues	43%	1-10% variance	Every 2 Years
Maintain performance of the City having a good understanding of community needs	28%	1-10% variance	Every 2 Years
Maintain performance of having opportunities to have my say on things happening in my area	31%	1-10% variance	Every 2 Years
Maintain performance of how the community is informed about what's happening in the local area	47%	1-10% variance	Every 2 Years
Maintain performance of the City's social media presence (Facebook etc.)	57%	1-10% variance	Every 2 Years
Maintain performance of the City's customer service	60%	1-10% variance	Every 2 Years
Maintain performance of the City of Kwinana website	56%	1-10% variance	Every 2 Years

Note: All community performance measures are a MARKYT® Performance Score.



# Performance Reporting and Review

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The City will review this plan every year. This will provide an indication of the City's progress towards achieving the community's vision. The City will also keep track of business performance measures internally and some of these measures are listed in this plan. City performance will be reported back to the community in the form of:

- A Quarterly Performance Report to Council
- The Integrated Planning Progress Report in the Annual Report
- Regular updates via the City's media channels

**Administration**

Cnr Gilmore Ave and Sulphur Rd,  
Kwinana WA 6167  
PO Box 21, Kwinana WA 6966  
Telephone 08 9439 0200  
[customer@kwinana.wa.gov.au](mailto:customer@kwinana.wa.gov.au)

**[kwinana.wa.gov.au](http://kwinana.wa.gov.au)**



## **8.2 2023/2024 FINANCIAL AUDIT PLAN**

### **SUMMARY**

RSM Australia (RSM) Pty Ltd, on behalf of the Office of the Auditor General (OAG), will be conducting an audit of the City's financial report for the year ending 30 June 2024 and other legal and regulatory requirements in accordance with the *Local Government (Audit) Regulations 1996*.

The purpose of this report is to present to the Audit and Risk Committee the 2024 Audit Planning Memorandum at Confidential Attachment A.

### **OFFICER RECOMMENDATION**

**That the Audit and Risk Committee accepts the Audit Planning Memorandum (Confidential Attachment A) as submitted by RSM for the 2023/2024 financial audit to be completed on behalf of the Office of Auditor General.**

### **VOTING REQUIREMENT**

Simple majority.

### **DISCUSSION**

The Audit Planning Memorandum (Confidential Attachment A) outlines the scope of works and key considerations in relation to the upcoming audit, including a timeline of key milestones. The memorandum also highlights the key areas of the audit focus, identifying the areas of significant risk which will be tested thoroughly.

As per previous years, the OAG have contracted the audit work for the 2023/2024 financial year to RSM. However, it will be the OAG that issue the final opinion and any relevant management points.

RSM has completed the interim audit in April 2024 and will be commencing the final audit for the City in September 2024.

### **STRATEGIC IMPLICATIONS**

There are no strategic implications as a result of this proposal.

### **SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

**LEGAL/POLICY IMPLICATIONS**

*Local Government Act 1995* section 7.12AB. states:

**Conducting a financial audit**

The auditor must audit the accounts and annual financial report of a local government at least once in respect of each financial year.

**FINANCIAL/BUDGET IMPLICATIONS**

The estimated cost of \$75,000 for the 2024 audit has been included in the 2024/2025 budget.

**ASSET MANAGEMENT IMPLICATIONS**

There are no specific asset management implications as a result of this report.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

There are no implications on any determinants of health as a result of this report.

**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report.

**ATTACHMENTS**

**A. City of Kwinana Audit Planning Memorandum 30 June 2024 - Confidential**

### 8.3 AUDIT ACTION LOG - PROGRESS REPORT

#### SUMMARY

Pursuant to regulation 16 of the *Local Government (Audit) Regulations 1996*, the Audit and Risk Committee (Committee) is responsible for assisting Council to discharge its responsibility to exercise due care, diligence, and skill in relation to the oversight of internal and external audits at the City.

Recommended areas of improvement identified through internal and external auditing of the City are recorded and tracked within the City's audit log until such actions are finalised. A copy of the City's audit log, including updated comments from responsible officers, is presented as a standard item at each meeting of the Committee.

The audit log as at May 2024 is presented at **Attachment A** for noting by the Committee. New officer comments and any overdue actions are highlighted in red. For ease of reference, a summary of all actions and their current status has been included within the log.

No additional audit actions have been added to the log since the Committee's previous meeting of 19 February 2024, on the basis that no audits have been completed in this time. Australian Auditors are in the process of undertaking internal auditing of three areas, namely:

- 1) Recquatic;
- 2) Essential Services (Security, Rangers & Parking); and
- 3) Occupational Safety & Health / Human Resources.

The results of such audits shall be presented to the next Committee meeting.

#### OFFICER RECOMMENDATION

**That the Audit and Risk Committee note the status of outstanding audit actions as detailed in the City of Kwinana Audit Log at Attachment A.**

#### VOTING REQUIREMENT

Simple majority.

#### DISCUSSION

Due to an increased focus on the accountability of local governments, a review of the effectiveness of all business processes is becoming best practice. Internal auditing is one way to reduce risk and identify improvements in internal controls. There are many benefits to conducting internal audits, such as:

- improving the performance of the organisation;
- making the organisation process-dependent instead of person-dependent;
- identifying redundancies in operational and control procedures and the provision of recommendations to improve the efficiency and effectiveness of procedures;
- it serves as an early warning system, enabling deficiencies to be identified and remediated on a timely basis (i.e., prior to external, regulatory or compliance audits); and
- increasing accountability within the organisation and supporting strategic objectives (for example, cost reduction initiatives).

The audit log at Attachment A lists the status of all outstanding actions arising from previous audits (both internal and external).

Actions which were marked as finalised at the Committee's meeting in December 2023 and subsequently removed from the audit log are as follows:

**Australian Auditors – Regulation 17 Review**

- a) EA: 2023/12 (2) Procurement

**RSM – Interim ITGC Audit**

- a) EA: 2023 (6) IT Governance - Strategy

**Paxon – Community Services Internal Audit Review**

- a) IA: 2023/11 (5.2) Documenting and Recording Decisions
- b) IA: 2023/11 (5.3) Documenting and Recording Decisions
- c) IA: 2023/11 (5.4) Conflicts of Interest

**Macri Partners – Financial Management Review**

- a) EA: 2023/06 (4.3)(iv) Purchase of Good and Services
- b) EA: 2023/06 (4.4) Rates
- c) EA: 2023/06 (4.6)(iii) Payroll
- d) EA: 2023/06 (4.8)(iii) Fixed Assets
- e) EA: 2023/06 (4.9)(i) General Compliance and Other Matters

**STRATEGIC IMPLICATIONS**

There are no strategic implications as a result of this proposal.

**SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

**LEGAL/POLICY IMPLICATIONS**

No legal/policy implications have been identified as a result of this report or recommendation.

**FINANCIAL/BUDGET IMPLICATIONS**

There are no financial implications that have been identified as a result of this report or recommendation.

**ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.



## **COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report or recommendation.

## **ATTACHMENTS**

- A. City of Kwinana - Audit Action Log (May 2024) [↓](#)

AUDIT LOG

AUDITS UNDERTAKEN SINCE PREVIOUS AUDIT AND RISK COMMITTEE MEETING

Nil





# AUDIT LOG

## ITEMS OUTSTANDING FROM PRIOR AUDITS

### Summary

#### Ongoing

Audit/Action	Risk Rating	Approved Completion Date	Status	Proposed Completion Date
<b>Australian Auditors – Regulation 17 Review</b>				
EA: 2023/12 (3) Payroll	Minor (Low)	-	Ongoing	30 June 2024
<b>RSM – 2022/23 Final Financial Audit</b>				
EA: 2023 (2) Long Service Leave and Annual Leave Reconciliation	Moderate (Medium)	30 June 2024	Ongoing	1 September 2024
<b>Macri Partners – Financial Management Review</b>				
EA: 2023/06 (4.2(iii)) Investment of Surplus Funds	Minor (Low)	31 December 2023	Ongoing	30 June 2024
EA: 2023/06 (4.6(i)) Payroll	Moderate (Medium)	31 December 2023	Ongoing	30 May 2024
EA: 2023/06 (4.6(v)) Payroll	Moderate (Medium)	31 December 2023	Ongoing	1 September 2024

#### Completed

Audit/Action	Risk Rating	Approved Completion Date	Status	Proposed Completion Date
<b>DLGSC – Compliance Audit Return</b>				
IA: 2024/01 (1) s5.87C - Provisions about disclosure	N/A	N/A	Completed	-
IA: 2024/01 (2) F&G Reg 11A(1) & (3) - Purchasing policies for local governments	N/A	N/A	Completed	-
<b>Australian Auditors – Regulation 17 Review</b>				
EA: 2023/12 (1) Legislative Compliance	Minor (Low)	-	Completed	-
<b>RSM – Interim ITGC Audit</b>				
EA: 2023 (1) Financial Application (TechOne) – User Access Management	Moderate (Medium)	30 April 2024	Completed	-
EA: 2023 (2) Network – User Access Management	Moderate (Medium)	30 April 2024	Completed	-
EA: 2023 (3) Logging and Monitoring	Moderate (Medium)	31 October 2024	Completed	-
EA: 2023 (4) Business Continuity and Cyber Security Incident Response	Moderate (Medium)	29 February 2024	Completed	-
EA: 2023 (5) Data Loss Prevention	Minor (Low)	30 November 2024	Completed	-
<b>RSM – 2022/23 Final Financial Audit</b>				
EA: 2023 (1) Contributed assets recognition	Significant (High)	30 June 2024	Completed	-
EA: 2023 (3) Formal documentation of review of rates data input into Authority	Minor (Low)	30 November 2023	Completed	-
EA: 2023 (4) Long Service Liability Rate	Minor (Low)	31 December 2023	Completed	-
<b>Macri Partners – Financial Management Review</b>				
EA: 2023/06 (4.2(ii)) Investment of Surplus Funds	Minor (Low)	31 December 2023	Completed	-
EA: 2023/06 (4.5) Sundry Debtors	Minor (Low)	31 December 2023	Completed	-
EA: 2023/06 (4.6(iv)) Payroll	Minor (Low)	31 December 2023	Completed	-
EA: 2023/06 (4.7) Information Technology	Moderate (Medium)	31 December 2023	Completed	-
EA: 2023/06 (4.8(i)) Fixed Assets	Minor (Low)	31 October 2023	Completed	-



## AUDIT LOG

<u>Outstanding Actions</u>				
Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>DLGSC – Compliance Audit Return (self-reporting)</b> <a href="#">IA: 2024/01 (1) s5.87C - Provisions about disclosure</a>  <b>Finding / Recommendation</b> Question: <i>Where a disclosure was made under sections 5.87A or 5.87B of the Local Government Act 1995, were the disclosures made within 10 days after receipt of the gift? Did the disclosure include the information required by section 5.87C of the Act?</i>  City Response: No  <b>Risk Rating</b> N/A	<b>Management Comment</b> The City acknowledges that a gift declaration was submitted outside the stipulated timeframe. Initially, it was understood that the gift would not necessitate a declaration due to its purchase being facilitated through the City budget. However, upon seeking guidance from the Department, the City was informed that a declaration was indeed required. Upon receiving this clarification, the necessary declaration was entered.  <b>Responsible Officer</b> Governance and Risk Officer	N/A	3 April 2024 – Governance and Risk Officer: The obligation to disclose a gift lies with the gift recipient, who personally faces penalties under the <i>Local Government Act 1995</i> for instances of non-compliance (ie., not the City).  The CEO and Elected Members receive training on their gift disclosure obligations. Such obligations are reflected within the City's Elected Members, Committee Members and Candidates – Code of Conduct.  This instance of non-compliance was not the result of insufficient processes and procedures by the City. As such, no further action is deemed to be necessary.  The City does not have large numbers of gift disclosures. A total of 9 disclosures are recorded for 2023, all occurring within the required timeframe.  Note, different criteria for the disclosure of gifts applies to City employees. Employee obligations are addressed within the Employee Code of Conduct, which all employees receiving training on at the commencement of their employment.	Completed



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>DLGSC – Compliance Audit Return (self-reporting)</b> <a href="#">IA: 2024/01 (2) F&amp;G Reg 11A(1) &amp; (3) - Purchasing policies for local governments</a>  <b>Finding / Recommendation</b> Question: <i>Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and(3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?</i>  City Response: No  <b>Risk Rating</b> N/A	<b>Management Comment</b> The City Procurement Policy states that the threshold values are based on the estimated (or known) total expenditure over the life of the contract or a 3 year minimum period. This means that a formal RFQ should be undertaken for 3 year spends over 100k for goods/services - and subsequently, a formal contract be formed and captured in the City's Contract Register.  Several instances of accumulative goods/services spend exceeding 100k without a formal contract in place have been identified. Examples include:- •Supply and fitting of tyres •Alarm and facility access services- •Trailer Servicing •Marketing and promotional materials (Signage, banners etc) •Sweeping waste product collection and recycling services  <b>Responsible Officer</b> Coordinator Procurement and Contracts	N/A	26 March 2024 – Coordinator Procurement and Contracts: • Supply and Fitting of Tyres: Procurement Planning meeting booked with the view to go to market to form an appropriate contract for this service (may be a contract with a single contractor or a panel contract with multiple suppliers to ensure value is obtained for the different types of tyres supplied) •Alarm and Facility Access Services: Procurement planning meeting booked for July. Contract commencement pencilled in for November to allow for thorough and proper scope research and development by the facilities team (scope dev in August) to ensure the best value outcome for the life of the contract is reached. •Trailer Servicing: Procurement planning meeting will be held to discuss this spend to determine whether or not a contract is required and what the most appropriate contract structure and term may be. This will take place when the team is fully resourced in FY 24/25. •Marketing and Promotional materials: Note this spend has been identified as high however a single combined contract may not be required – pending discussion with relevant stakeholders across the City. (depends on whether the 4 servicees are the same/similar and thus accumulative) – Procurement meeting will be held to discuss this spend to determine whether or not a contract is required and what the most appropriate contract structure and term may be. This will take place when the team is fully resourced in FY 24/25.	Completed



AUDIT LOG



•Sweeping waste products:  
Procurement planning meeting will be held to discuss this spend to determine whether or not a contract is required and what the most appropriate contract structure and term may be. This will take place when the team is fully resourced in FY 24/25.

As far as process goes to provide ongoing identification, we run reports on the spends over 100k (over a 3 year period) but then have to manually investigate each identified spend to determine whether spends are accumulative/for the same service (repeated) in nature and thus requiring a contract. If the spend is high (100k+) but the service is not the same and not accumulative, it is not non-compliant and quotes shall be sought in accordance with the policy are all that required. The system cannot identify the repeated or accumulative nature of the service, this can only be identified by an officer and then discussed with the relevant stakeholders to determine the required procurement process. Note that there is a separate reporting process for PO's that are 10k and over to check compliance with the policy in terms of quotes sought that runs in conjunction with the 100k+ spend reporting.



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Australian Auditors – Regulation 17 Review</b> <a href="#">EA: 2023/12 (1) Legislative Compliance</a>				
<b>Finding / Recommendation</b> The City should instruct it's outsourced Internal Audit provider to ensure that legislative compliance forms part of the audit scope for each internal audit assignment that is carried out for the City and that the Internal Audit provider should provide a formal conclusion in each internal audit report as to the level of legislative compliance that was found.	<b>Management Comment</b> The City accepts the finding. An internal auditor will be engaged in the new year to continue the Strategic Internal Audit Plan. The City will include in the scope of works a requirement to formally assess and report on compliance with relevant legislation in every audit assignment. This will ensure a comprehensive understanding of potential compliance risks and enable us to implement necessary safeguards.		Ongoing	March 2024
<b>Risk Rating</b> <b>Minor (Low)</b>	<b>Responsible Officer</b> Manager Governance and Legal		3 April 2024 – Manager Governance and Legal: The City recently completed a procurement process to appoint internal auditors. They will be undertaking minor audits into three business areas under the current internal audit plan (Recquatic, Rangers and WHS). This includes looking at compliance with legislation.  The City is undertaking discussions in an effort to implement shared services in the area of internal auditing. This include ensuring legislative compliance is examined as part of audit scopes.	Completed



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Australian Auditors – Regulation 17 Review</b>				
EA: 2023/12 (3) Payroll				
<b>Finding</b> Based on my discussions with the City's payroll officer, I believe that adequate control processes are in place over the City's payroll process. However, there is currently no formal written policies and procedures in place to ensure that the payroll process continues to be followed on a consistent basis.	<b>Management Comment</b> The City understands the importance of robust payroll-related policies and procedures. A checklist/guide has been developed that details all parts/steps of the payroll process and this is adhered to when processing the payroll. The City recognises the requirement to develop its processes and measures have been put in place to provide additional resources to permit this to occur.		23 January 2024 Manager Human Resources: Ongoing	<del>30 April 2024</del> <b>30 June 2024</b>
<b>Recommendation</b> The City ensure that formal payroll related policies and procedures are developed as a matter of priority.			On 8 January 2024, an additional resource commenced in the City's Payroll team. The current checklist/guides and processes have been reviewed and assessed for currency and the further development of formal written procedures has commenced.	
<b>Risk Rating</b> <b>Minor (Low)</b>	<b>Responsible Officer</b> Manager Human Resources		25 March 2024 – Manager Human Resources: With the additional resource, preparation of process instructions has commenced with detailed screen shots forming part of the instructions. Still on track.	
			HR are currently working with IT to secure a new software licence to improve processes.	



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – Interim ITGC Audit</b> <b>EA: 2023 (1) Financial Application (TechOne) – User Access Management</b>  <b>Finding</b> We identified the following deficiencies with the City's access management process for TechOne: •The Chief Financial Officer (CFO) had privileged administrator access. (e.g., the ability to create, modify, and delete user accounts and user profiles). This user access allocation creates a Segregation of Duty (SoD) conflict as this access can bypass control in place to enforce SoD. A new CFO profile has now been created, and allocated to the current CFO, which does not have administrator access. We have also confirmed that the privileged access was not used by the CFO. •4 accounts belong to employees on extended leave (greater than 6 months). We note that 1 of the employees was removed from the HR employee list. We were informed that this is due to the employee taking extended leave and returning to a new role. These TechOne accounts' linked AD accounts were identified as a part of the Network User Access testing. •The scope of the monthly user access reviews only identifies dormant accounts (accounts that have not been accessed within the past 90 days). There is no review performed to ensure that only current or valid users have access to the TechOne application.  <b>Recommendation</b> The City should: • Remove system administrator abilities from functional finance staff and only provision this on a needs basis and revoke when no longer needed. We note above this has since been actioned by management. • Disable all accounts which have not been accessed within 6 months (dormant accounts). These accounts should be re-activated as part of normal onboarding process when the employees resume employment. • Expand the scope of the monthly user access review to identify accounts that belong to invalid or no-longer current users (e.g., Users who are no longer employees of the City).  <b>Risk Rating</b> <b>Moderate (Medium)</b>	<b>Management Comment</b> •The provision of administrator rights to the CFO was a conscious decision related to the finalisation of the configuration of the new system. The need for these rights was monitored, and a decision had been made to remove this access, as it was no longer required. This decision was reached prior to the audit and was in process at the time. Other controls were not removed, including dual signatories to banking processes, and audit trails. Management is of the view that the administrator rights were provided as needed and removed when no longer needed. •The City has a process in place to disable all accounts where an employee has left the organisation, or casuals that have not been active for three months. Evidence of this was provided to the auditor. The City does not deactivate accounts for staff on leave, including annual leave, sick leave, long service leave and maternity leave. In these cases, there is a continuing employment relationship, and the employees often continue to maintain communication with the City, including the ongoing requirement to enter timesheets for most leave types, apply for additional leave, or a change of leave type. Employees on extended leave will often continue to monitor email to maintain a connection with the City or to assist in areas of technical expertise or to provide history. Staff on maternity leave have the right to continue to be connected to their employer, including having access to their emails, and also have the right to limited return to work	30 April 2024	Ongoing  3 April 2024 - Manager Information Technology:  Complete.  The City has address the User Access Management findings as follows:  • Chief Financial Officer (CFO) Administrator access has been reviewed and a new user profile has been created which does not give the user privileged administrator access. This access satisfies Segregation of Duty (SOD) as the user cannot access user management functionality.  • 4 accounts belong to employees on extended leave (greater than 6 months). Accounts are now disabled in AD for a user going on maternity leave. Accounts are automatically disabled in AD after 6 months of inactivity with an automated script that runs on one of the domain controllers. Accounts will not be disabled in T1 unless the termination process is triggered, meaning we have an end date. If the AD object is disabled, they can't access T1.  • The scope of the monthly user access reviews only identifies dormant accounts (accounts that have not been accessed within the past 90 days).  The Business Systems team have completed a overhaul of user access management within TechOne. These roles and permissions have been created based on the feedback	30 April 2024  Completed

# AUDIT LOG



during their leave period. The expectation that accounts for staff on leave will be disabled is not accepted, and is inconsistent with the City's obligations as an employer.

- The City has an offboarding process and there is no evidence that this process is not robust. The current process to identify dormant accounts after three months is the additional control to ensure that if the offboarding process was to fail for the higher risk casual accounts, there is a way for these to be identified. In addition, all key applications have an audit trail built in, and all authorisations and other financial controls continue to be in place.

- However, The City sees the need for continual improvement and is working through a process with the HR department to use active staff reports directly from the HR system to correlate with staff access in the centralised access management system (Active Directory). This will mean that all staff accounts whether current, invalid or no-longer current will be assessed monthly to make sure their access is correct.

**Responsible Officer**  
Manager Information Technology

provided by key module owners within TechOne, along with our advice. This involved scheduled meetings with each module owner to go through and define a list of roles within the team, what each role does within the team/organisation, and what positions are tied to each role. Only users to now have elevated Administrative access to the entire product are members of the Business Systems Team in IT.

A regular bi-annual access review has been setup and documented within the IT team wiki to ensure that managers are notified every 6 months a list of what users are active and what their current access is. We will then receive sign off from each manager that access has been reviewed and confirmed current.

A data model/report has also been setup with T1 to allow the IT team to easily check if a user is active, based on matching HR's data on employees with what is currently active within T1 user management. This will show the user, last login, and details about the user's profile and roles access. This is the export that will be emailed to managers during the bi-annual review.





# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – Interim ITGC Audit</b> <b>EA: 2023 (2) Network – User Access Management</b>  <b>2022 Finding</b> We noted the following deficiencies with the City's network access management process: <ul style="list-style-type: none"> <li>Evidence of periodic user access reviews was not retained. We could not confirm if reviews were performed in the audit period.</li> <li>5 out of 390 active user accounts have not logged into the network in the last 6 months:               <ul style="list-style-type: none"> <li>2 accounts were disabled after audit's identification</li> <li>2 accounts belong to employees currently on maternity leave</li> <li>1 account belongs to an employee who requires the account when acting in a temporary role.</li> </ul> </li> <li>2 out of the 13 identified privileged accounts were deemed as inappropriate or not required by management. These accounts were disabled after audit's identification.</li> <li>1 out of 390 active network accounts belonged to a terminated user. This user logged on the network post the termination date. This account was disabled after audit's identification.</li> <li>2 out of 390 active network accounts could not be matched with HR's current employee list. These accounts were disabled after audit's identification.</li> </ul> <b>2023 Status</b> We have noted an overall improvement in the User Access Management at the network level since our previous year's review. However, we identified the following deficiencies with the City's network access management process: <ul style="list-style-type: none"> <li>4 network accounts were inactive for greater than 6 months. Audit acknowledge that these accounts belong to employees on extended leave (greater than 6 months). We note that 1 of the employees was removed from the HR employee list. We were informed that this is due to the employee taking extended leave and returning to a new role.</li> <li>The scope of the monthly user access reviews of the</li> </ul>	<b>Management Comment</b> •The City has a process in place to disable all accounts where an employee has left the organisation, or casuals that have not been active for three months. Evidence of this was provided to the auditor. The City does not deactivate accounts for staff on leave, including annual leave, sick leave, long service leave and maternity leave. In these cases, there is a continuing employment relationship, and the employees often continue to maintain communication with the City, including the ongoing requirement to enter timesheets for most leave types, apply for additional leave, or a change of leave type. Employees on extended leave will often continue to monitor email to maintain a connection with the City or to assist in areas of technical expertise or to provide history. Staff on maternity leave have the right to continue to be connected to their employer, including having access to their emails, and also have the right to limited return to work during their leave period. The expectation that accounts for staff on leave will be disabled is not accepted, and is inconsistent with the City's obligations as an employer. •The City has an offboarding process and there is no evidence that this process is not robust. The current process to identify dormant casual accounts after three months is the additional control around moderate risk, high turnover accounts to ensure that if the offboarding process was to fail, there is a way to identify non-active accounts. In addition, all key applications have an audit trail built in,	30 April 2024	Ongoing  3 April 2024 - Manager Information Technology:  Complete:  Accounts are now disabled in AD for a user going on maternity leave. Accounts are automatically disabled in AD after 6 months of inactivity with an automated script that runs on one of the domain controllers. Accounts will not be disabled in T1 unless the termination process is triggered, meaning we have an end date. If the AD object is disabled, they can't access T1.  The Business Systems team have completed a overhaul of user access management within TechOne. These roles and permissions have been created based on the feedback provided by key module owners within TechOne, along with our advice. This involved scheduled meetings with each module owner to go through and define a list of roles within the team, what each role does within the team/organisation, and what positions are tied to each role. Only users to now have elevated Administrative access to the entire product are members of the Business Systems Team in IT.  A regular bi-annual access review has been setup and documented within the IT team wiki to ensure that managers are notified every 6 months a list of what users are active and what their current access is. We will then receive sign off from each manager that	30 April 2024  Completed



## AUDIT LOG

Network Active Directory account list only identifies dormant accounts (accounts which have not been accessed within the past 90 days). There is no review performed to ensure that only current or valid users have access to the City's network.

### Recommendation

The City should:

- Disable all accounts which have not been accessed within 6 months (dormant accounts). For accounts which are required to remain active past 6 months of inactivity; Investigate and implement an appropriate solution to document and obtain approval for these accounts to be exempt (e.g., Maternity or other forms of extended leave)
- Expand the scope of the monthly user access review to identity accounts which belong to invalid or no-longer current users (e.g., Users who are no longer employees of the City).

### Risk Rating

**Moderate (Medium)**

and all authorisations and other financial controls continue to be in place.

•However, The City sees the need for continual improvement and is working through a process with the HR department to use active staff reports directly from the HR system to correlate with staff access in the centralised access management system (Active Directory). This will mean that all staff accounts whether current, invalid or no-longer current will be assessed monthly to make sure their access is correct.

### Responsible Officer

Manager Information Technology

access has been reviewed and confirmed current.

A data model/report has also been setup with T1 to allow the IT team to easily check if a user is active, based on matching HR's data on employees with what is currently active within T1 user management. This will show the user, last login, and details about the user's profile and roles access. This is the export that will be emailed to managers during the bi-annual review.



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – Interim ITGC Audit</b> <b>EA: 2023 (3) Logging and Monitoring</b>	<b>Management Comment</b> <b>FY 2022</b> Agree. The draft IT Strategy includes using the SIEM system to address this deficit.  <b>FY2023</b> Agree. The City's planned implementation of a SIEM system is still in accordance with the IT Plan. Completed as of 10/2023  <b>Responsible Officer</b> Manager Information Technology	31 October 2024	Ongoing	31 October 2023
<p><b>2022 Finding</b> Effective monitoring and logging mechanisms provide the ability to track user activities in preventing, detecting, or minimising the impact of a security/data compromise. The presence of logs in all environments allows thorough tracking, alerting, and analysis. The cause of a compromise is very difficult, if not impossible, to determine without system activity logs.</p> <p>We identified that the City's systems have the capability to produce network and system logs. However, logs are only reviewed when incidents are reported and are not actively monitored.</p> <p>Further, there is no technology that supports threat detection, compliance and security incident management through the collection and analysis (both near real-time and historical) of security events, as well as a wide variety of other event and contextual data sources.</p> <p><b>2023 Status</b> Currently, there is no mechanism or process in place to review network and system logs. However, it has been noted that the City is in the process of implementing a Security Information and Event Management (SIEM) solution.</p> <p><b>Recommendation</b> The City should: •Investigate and implement a process to periodically review key system/activity logs until the development and implementation of the SIEM solution is complete. •Update governance documentation to state requirements to perform system/activity log reviews.</p> <p><b>Risk Rating</b> <b>Moderate (Medium)</b></p>			<p>3 April 2024 - Manager Information Technology:  Completed</p> <p>SecureWorks Taegis XDR system has been commissioned. This system is looking at login attempts to our azure and internal domain and monitors our firewall logs among other things. This system then correlates and analyses the security events gathered to provide alerting, reporting and incident analysis when there is anything outside of the norm. This system, in an automated fashion, meets the appropriate security logging and monitoring goal and is constantly reviewing all system access logs to find issues.</p>	Completed



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – Interim ITGC Audit</b> <b>EA: 2023 (4) Business Continuity and Cyber Security Incident Response</b>  <b>Finding</b> The City maintains an IT Disaster Recovery Plan which details the operational plan to execute in the event of an IT service disaster. Additionally, the City maintains an Incident Management Business Continuity Response Plan which describes the actions to be performed if an incident affects the ability for business units to operate (Including the IT department).  During our audit, we identified: •The City's Business Continuity Plan does not contain a requirement to perform regular testing and has not been finalised and published following a review that took place in February 2022. •The City does not have a documented IT/Cyber Security Incident Response Plan. Audit acknowledge that the City's Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) define the steps for escalating incidents that require the DRP or BCP.  <b>Recommendation</b> The City should: •Review, update and publish the finalised Incident Management Business Continuity Plan ensuring that the requirement to perform periodic testing of the plan is defined. •Develop an IT/Cyber Security Incident Response Plan that defines the operational plan for identifying and addressing IT incidents.  <b>Risk Rating</b> <b>Moderate (Medium)</b>	<b>Management Comment</b> Conditionally accept recommendation one, do not accept recommendation two, which is factually incorrect. •The City is developing a new Business Continuity Plan that will document the business continuity approach for the City's IT function. Repeating this plan in the IT Disaster Recovery Plan creates the risk of the two documents being inconsistent. •The City already has an IT Incident Response Plan, which is within the IT Disaster Recovery Plan. This was provided to the auditor. This recommendation is factually incorrect. •The cyber security manual also contains a dedicated section for Cyber Security Incident Response(section 13, page 61).  <b>Responsible Officer</b> Manager Information Technology	29 February 2024	3 April 2024 - Manager Information Technology:  Ongoing  13 May 2024 - Manager Information Technology:  The City has implemented the required and recommended documentation, these documents will remain ongoing and continue to maintained.  The City's Business Continuity Framework, Business Continuity Plan (BCP) and Crisis Management Plan was presented to the Audit and Risk Committee for noting at its committee meeting held in October 2023. These documents have since been workshopped and tested with the relevant staff.  In addition to the above listed documents the City has implemented Local Business Continuity Plans for each of the City's business units, these plans are the responsibility of the Managers and Directors to maintain and keep up to date.  The developed IT/Cyber Security Incident Response Plan forms part of the IT disaster recovery plan framework, this plan remains the responsibility of the Manager Information Technology.	29 February 2024  Completed



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – Interim ITGC Audit</b> <a href="#">EA: 2023 (5) Data Loss Prevention</a>	<b>Management Comment</b> Agree	30 November 2024	13 May 2024 - Manager Information Technology:  Policies on data loss prevention have been written by IT and approved by ELT.  Completed	30 November 2024  Completed
<b>Finding</b> Effective data loss prevention mechanisms ensure an organisation has visibility of data being exfiltrated from the network through portable or internet-based storage, and the ability to prevent sensitive data from leaving the network without appropriate approval.  We identified that the City does not have technical controls to restrict/manage the use of portable storage devices and cloud storage and sharing platforms. We noted that the City's Cyber Security Manual states that unidentified/untrusted portable storage devices are not to be connected to the corporate ICT network.  Audit acknowledge that the city has technical controls in place that restrict access to private/confidential information, however these do not mitigate the risk of users, who have access, exfiltrating data.	The City will create, or append to the cyber security manual, Data loss prevention policies. As noted in further comments these policies will be balancing both efficiency and risk and will be assessed by the audit and risk committee. These policies will them be implemented using current systems. Any shortfalls with current systems will be assessed against the budget in 24/25.  The City will investigate and implement appropriate controls but would like to bring to attention that these recommendations overlook the City controls access to information within the individual systems. In particular, the City's record system has individual user accounts that limits access to records to specific officers. As an example, a tendered contract can only be accessed by employees responsible for the contract, with any additional access requiring formal approval. It is also noted that most information managed by the City is public information, and is either freely provided (e.g. financial payments are reported publicly each month) or available through Freedom of Information.  In a security context, controls should be placed as close to the sensitive material as possible, and the City does this by having robust authentication systems and security profiles built into the systems that house the data, including our financial and records			
<b>Recommendation</b> The City should: •Define, document, and implement data loss prevention policies, procedures and processes that include cloud storage and transfer services. •Investigate and implement appropriate technical controls to restrict access to cloud storage websites, file-sharing platforms, the use of portable storage devices and other avenues of data loss from the City's environment.				
<b>Risk Rating</b> <b>Minor (Low)</b>				

## AUDIT LOG



systems also having audit trails. Waiting until the data has already left the secure systems to implement controls, such as blocking USB sticks, would not only be too late but also unnecessarily reduce staff efficiency. Furthermore, a continued approach of restricting data movement through all conduits will ultimately result in the City being unable to function. In this context, the City does not agree that it is necessary to add additional technical controls for USB devices and cloud drives over the technical controls that already exist at the application level and the policy control in the City's approved cybersecurity manual.

In addition to existing technical controls to manage data, the City has virus scanning at the machine level to protect the network and individual workstations from viruses that might be transferred through email, USB or cloud.

In the context of application-level controls, audit trails and virus management, in addition to the generally public nature of public sector records, the City does not agree that further technical controls are required and consider any risk that the auditor may consider to exist is addressed through the existing controls.

In addition to assessing current controls and reporting this to Audit and Risk, IT will enhance the reviewing of logs by using its new XDR solution to automatically block suspicious activity allowing for a proactive response.

**Responsible Officer**  
Manger Information Technology



# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – 2022/23 Final Financial Audit</b> <b>EA: 2023 (1) Contributed assets recognition</b>  <b>Finding</b> <p>The City has recognised revenue of \$13.6 million relating to the fair value of contributed infrastructure assets in the current financial year, 2022-23.</p> <p>Based on our testing, we noted that some of these contributed assets had practical completion dates prior to 1 July 2022 and had already been transferred to the City in previous years. The value of the associated assets amounted to approximately \$6 million and represents a prior period error.</p> <p>The error has been corrected by restating the prior comparative year figures in the 2022-23 financial statements.</p> <p>Inquiries with management noted the error was due to the following:</p> <ul style="list-style-type: none"> <li>•A decision was made for the Engineering team to stop processing assets transactions around March 2022 to assist with the data migration process to the newly implemented Technology One system. This resulted in the capitalisation of these assets being omitted.</li> <li>•There is no standard operating procedure around the recognition of contributed assets, including lack of regular review process for contributed assets recognition</li> <li>•We further noted practical completion certificates were not retained for some of the assets.</li> </ul> <p>Our audit procedures did not identify any other assets not capitalised.</p> <p><b>Recommendation</b></p> <p>The City should develop a standard operating procedure for contributed assets. This should include (but not limited to):</p> <ul style="list-style-type: none"> <li>•formal review of contributed assets capitalisation to confirm accuracy and completeness thereof; and</li> <li>•maintaining a documented capitalisation retention policy.</li> </ul> <p><b>Risk Rating</b>  <b>Significant (High)</b></p>	<b>Management Comment</b> <p>Agree. The City made a management decision in 2022 to stop processing contributed asset transactions due the migration to Technology One, this resulted in a delay of approximately \$5m of contributed asset transactions being processed in 2021-2022.</p> <p>The City agrees the current process for the recognition of contributed assets needs be documented and reviewed to ensure these assets are accurately and timeously recognised.</p> <p>The City however disagrees that this finding should be rated as significant as the contributed asset was not understated but incorrectly recognised in 2023 instead of being split between the current financial year and prior years.</p> <p><b>Responsible Officer</b>  Manager Asset Management Services</p>	30 June 2024	<p>3 April 2024 – Manager Asset Management Services:</p> <p>Currently updating Promapp processes to capture the following:  Subdivision Register to be amended to include, dates ASPEC (as constructed) documents are received, confirmed, assigned to Assets Team and data input into the system by Assets Team.</p> <p>Documents/processes to be amended to reflect ASPEC data to be received within 2 months of PC inspection and early clearance release requests will not be approved until receipt of ASPEC data.</p> <p>13 May 2024 – Manager Asset Management Services:  Subdivision Register amendment now completed.</p> <p>Promapp partially complete to be finished by 20/05/2024.</p> <p>Review of Asset Valuations Assumptions and Procedure document also now completed.</p>	<p><del>30 June 2024</del></p> <p>Completed</p>

# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date															
<b>RSM – 2022/23 Final Financial Audit</b> <b>EA: 2023 (2) Long Service Leave and Annual Leave Reconciliation</b>	<b>Management Comment</b> The.	30 June 2024	25 March 2024 – Manager Human Resources:	30 June 2024 1 September 2024															
<b>Finding</b> During our audit of the employee leave provision balances, we noted differences between the Tech One system leave balances and the Annual and Long Service Leave schedule which is used in the determination of the leave provision balances recognised in the financial statements. The identified differences in both hours and resultant impact on the leave provisions were as follows as at 30 June 2023: <table border="1"> <thead> <tr> <th>Category</th><th>Tech One balance (Hours)</th><th>AL and LSL Schedule (Hours)</th><th>Difference (Hours)</th><th>Resultant Difference (\$)</th></tr> </thead> <tbody> <tr> <td>Annual Leave</td><td>29,216</td><td>29,043</td><td>(173)</td><td>(3,567)</td></tr> <tr> <td>Long Service</td><td>54,367</td><td>59,827</td><td>5,460</td><td>265,649</td></tr> </tbody> </table> <p>We understand from management that the differences are mainly due (but not limited) to the following factors:</p> <ul style="list-style-type: none"> <li>•At the time of migration from Authority to TechOne, the Long Service Leave entitlement for some of the employees had not been updated and reconciled in TechOne, however had been correctly provided for in the manual Annual and Long Service Leave schedule;</li> <li>•Casual Long Service Leave has to be validated in TechOne regarding their eligibility. This was accrued for in TechOne but not allowed for in the manual schedule; and</li> <li>•Long Service Leave owing by other Councils in relation to some of the new employees (who joined the City from other Councils) have not been captured in TechOne however been captured in the manual Annual and Long Service Leave schedule.</li> </ul> <p>The resulting difference has been included in the schedule of uncorrected misstatements included in the management representation letter.</p>	Category	Tech One balance (Hours)	AL and LSL Schedule (Hours)	Difference (Hours)	Resultant Difference (\$)	Annual Leave	29,216	29,043	(173)	(3,567)	Long Service	54,367	59,827	5,460	265,649	<b>Responsible Officer</b> Chief Financial Officer Manager Human Resources		Ongoing.  The Payroll Coordinator has been auditing all the LSL entitlements (particularly the part-time and casual status employees. These calculations are two thirds completed and will provide information as per the differences.). On initial review/assessment, it would appear that the some of the information (pro-rata) in Authority was not accurately recorded when a part-time or casual employee commenced at the City and follow-up is being undertaken. It should be noted, that prior to any payment of LSL entitlement (either Authority or TechOne), an independent calculation was validated before any payment ensuring accuracy of these payments. In addition, the Payroll team have been following up with other LGs to ensure that the appropriate LSL invoicing is up to date – currently up to date.  14 May 2024 – Manager Human Resources: The reconciliation calculations have been completed. The OneCouncil configuration will need to be changed and the Payroll Coordinator is working with TechOne regarding the required amendments. In addition, the DLGSC have just	
Category	Tech One balance (Hours)	AL and LSL Schedule (Hours)	Difference (Hours)	Resultant Difference (\$)															
Annual Leave	29,216	29,043	(173)	(3,567)															
Long Service	54,367	59,827	5,460	265,649															
<b>Recommendation</b> We recommend that the City investigate the reasons for the difference between TechOne and the leave schedules and ensure a full reconciliation is performed on a regular basis. Any arising reconciling items should be validated an adjusted as required.																			
<b>Risk Rating</b>																			

AUDIT LOG

Moderate (Medium)



released the new LSL regulations due to come into effect on 1 September 2024. Payroll are now having to align the new regulations with the current configuration. DLGSC have been providing information sessions as to the required amendments.



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – 2022/23 Final Financial Audit</b>				
<p><a href="#">EA: 2023 (3) Formal documentation of review of rates data input into Authority</a></p> <p><b>Finding</b> As part of the annual rates levy process, (1) rates and minimum payments and (2) valuations received from Landgate are entered into the Authority system. It was noted that there is no evidence of an independent review to ensure this data has been entered correctly and without omission. Additionally, we noted that no review is currently performed that compares the recorded revenue from rates levied to budgeted revenue.</p> <p><b>Recommendation</b> The City should implement a formal review process for the Landgate valuation reports and establish a system to reconcile the Landgate property valuation reports to the accounting systems. The review should be evidenced by a formal sign-off by the preparer and reviewer.</p> <p><b>Risk Rating</b> <b>Minor (Low)</b></p>	<p><b>Management Comment</b> A detailed report has been requested from Landgate and a detailed reconciliation of land valuation in Authority to Landgate records have been completed in June 2023. This process has been documented and will be conducted twice in the year to ensure completeness and accuracy of valuation data in Authority.</p> <p><b>Responsible Officer</b> Chief Financial Officer</p>	30 November 2023	28 March 2024 – Chief Financial Officer:	30 November 2023 Completed
<p>A review and completion check has been performed to landgate records. This exercise will now be performed annually. This query can now be closed.</p>				



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>RSM – 2022/23 Final Financial Audit</b> <a href="#">EA: 2023 (4) Long Service Liability Rate</a>	<b>Management Comment</b> Agreed. The leave calculation sheet will be updated to exclude the discounting for those employees that have greater than 10 years of service.	31 December 2023	<b>3 April 2024 – Chief Financial Officer:</b>  Completed	<del>31 December 2023</del>  Completed
<b>Finding</b> The City has recognised \$2.95 million of long-service leave liabilities as at 30 June 2023.  Based on the testing performed, we noted the City has discounted long-service leave liabilities for employees who have more than 10 years of service. This discounting should not have been applied, given the employees are entitled to take the leave at any time. Our recalculation indicated that the long service leave provision is overstated by \$10k due to this error.  The City has reviewed and concluded that the long-service liability should not be discounted for employees who have worked for more than 10 years. As the amount is below materiality, the City has advised that management will update the calculations going forward.	<b>Responsible Officer</b> Chief Financial Officer			
<b>Recommendation</b> The City is recommended to review the current schedule in full to ensure that appropriate discount rates are used in the calculation of long-service leave liabilities.				
<b>Risk Rating</b> <b>Minor (Low)</b>				



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
EA: 2023/06 (4.2(ii)) <a href="#">Investment of Surplus Funds</a>	<b>Management Comment</b> The work instruction referred to is currently not utilised in the daily management of investments. The City's policy delegation register are the key operational documents utilised and was updated in 2022.	31 December 2023	1 November 2023 – Coordinator Finance: The process maps for investments is still to be created.	<del>31 December 2023</del> <del>29 February 2024</del> <b>Completed</b>
<b>Finding</b> The City's Investment Procedural Guideline (Work Instruction) - FIN77 has not been reviewed by the City since 29 October 2018.			1 February 2024 – Coordinator Finance: The creation of a process map for investments has commenced and expected to be completed by the end of the month.	
<b>Recommendation</b> The Work Instruction should be reviewed by the senior management periodically and updated if required based on the investment objectives of the City specified in the Investment Policy.	The process map for the investment process will be created and will replace the work instruction.			
<b>Risk Rating</b> <b>Minor (Low)</b>	<b>Responsible Officer</b> Chief Financial Officer and Coordinator Finance		25 March 2024 – Coordinator Finance: The previous work instruction FIN77 has been updated to reflect the delegation register.	





# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date																									
<b>Macri Partners – Financial Management Review</b>																													
<a href="#">EA: 2023/06 (4.2(iii)) Investment of Surplus Funds</a>																													
<b>Finding</b> The City's investment policy (D12/63257/v5) requires that investments be spread within a credit rating to ensure that single entity exposure is limited as detailed below.	<b>Management Comment</b> The intent of the policy is to monitor single entity investment in comparison to the total portfolio of investments. This however, is not very clearly articulated in the current policy and will need to be updated accordingly.	31 December 2023	1 November 2023 – Coordinator Finance: The review of the investment policy has commenced.	<del>31 January 2024</del> <del>29 February 2024</del> <b>30 June 2024</b>																									
<table border="1"> <thead> <tr> <th>S&amp;P Rating</th><th>Long Term</th><th>S&amp;P Rating</th><th>Short Term</th><th>Direct Investment Maximum for Category</th></tr> </thead> <tbody> <tr> <td>AAA and Bendigo Bank Kwinana Community Branch</td><td></td><td>A-1+ and Bendigo Bank Kwinana Community Branch</td><td></td><td>45%</td></tr> <tr> <td>AA</td><td></td><td>A-1+</td><td></td><td>45%</td></tr> <tr> <td>A</td><td></td><td>A-1</td><td></td><td>23%</td></tr> <tr> <td>BBB</td><td></td><td>A-2</td><td></td><td>10%</td></tr> </tbody> </table>	S&P Rating	Long Term	S&P Rating	Short Term	Direct Investment Maximum for Category	AAA and Bendigo Bank Kwinana Community Branch		A-1+ and Bendigo Bank Kwinana Community Branch		45%	AA		A-1+		45%	A		A-1		23%	BBB		A-2		10%	<b>Responsible Officer</b> Chief Financial Officer		1 February 2024 – Coordinator Finance: The review of the investment policy is expected to be completed by the end of the month.	
S&P Rating	Long Term	S&P Rating	Short Term	Direct Investment Maximum for Category																									
AAA and Bendigo Bank Kwinana Community Branch		A-1+ and Bendigo Bank Kwinana Community Branch		45%																									
AA		A-1+		45%																									
A		A-1		23%																									
BBB		A-2		10%																									
Our examination of the investment portfolio as at 30 June 2023 revealed that the investment in Bendigo Bank is 100% of the total investment in the AAA and Bendigo Bank credit rating category and the investment in National Australia Bank in the AA credit rating category is 69% and the investment in the Suncorp Bank in the A credit rating category is 100%.																													
We understand that the intent of the City is to monitor single entity investment in comparison to the total portfolio of investments.																													
<b>Recommendation</b> The City should review the investment policy and update it in order to fall in line with the expectations of the City.																													
<b>Risk Rating</b> <b>Minor (Low)</b>																													
25 March 2024 – Coordinator Finance: The draft Investment Policy has been changed to ensure the requirement for maximum percentages are clarified. We have utilised the opportunity to update the policy to increase its focus on Green investment (non-fossil fuel investments) including setting a target for this investment. This is scheduled to go to Executive leadership Team for reviewing in April and thereafter to Council.																													
14 May 2024 – Coordinator Finance: The draft Investment Policy is ready will go to the Executive Leadership team for reviewing in May, with view to it going to Council via the Audit and Risk Committee and OCM in June.																													



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
<a href="#">EA: 2023/06 (4.5) Sundry Debtors</a>	<b>Management Comment</b> The work instruction is still applicable but needs to be updated with reference to One Council.	31 December 2023	1 November 2023 – Coordinator Finance: Works on the works instruction for Private works is still to commence.	<del>31 December 2023</del> <del>29 February 2024</del> <b>Completed</b>
<b>Finding</b> The City's work instruction on private works (FIN59) has not been reviewed since 21 October 2015.	<b>Responsible Officer</b> Chief Financial Officer and Coordinator Finance		1 February 2024 – Coordinator Finance: Review of the work instruction for Private works has commenced and expected to be completed by the end of the month.	
<b>Recommendation</b> The City should review, the work instruction (FIN 59) at the earliest and update it where necessary.				
<b>Risk Rating</b> <b>Minor (Low)</b>			25 March 2024 – Coordinator Finance: The previous work instruction FIN59 has been updated to reflect the change to One Council. Audit action is now completed.	



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
<a href="#">EA: 2023/06 (4.6(i)) Payroll</a>				
<b>Finding</b> We noted that amendments to payroll Masterfile (other than changes to banking details) are not reviewed by an officer independent of the officer/s who have access to payroll Masterfile.	<b>Management Comment</b> A Masterfile report is being sourced for the HR manager to sign off Noting, the current "shipped" report in OneCouncil is not adequate/workable and a custom report is being sourced through the City's systems administration provider "Attura". This work has been scheduled to be completed within the next 3 months.	31 December 2023	1 November 2023 - Payroll and Systems Coordinator: The City's administration provider "Attura" is currently looking at the development of a report. The work is on-going.	<del>31 December 2023</del> <del>29 February 2024</del> <b>30 May 2024</b>
<b>Recommendation</b> Management should review all amendments to payroll Masterfile on a periodic basis and ensure all amendments are genuine and correct. Evidence of review should be documented and retained.	<b>Responsible Officer</b> Payroll and System Coordinator		23 January 2024 – Payroll and Systems Coordinator: The City is yet to receive a draft report as per the requested scope of works. Follow-up with the administration provider "Attura" has been instigated.	
<b>Risk Rating</b> <b>Moderate (Medium)</b>			25 March 2024 - Payroll and System Coordinator: Still awaiting scope of works from Attura.	
			2 April 2024 – Payroll and Systems Coordinator: Attura has provided a copy of their standard "shipped" report. This template has been assessed and is not suitable for the City's purposes. Since receiving this information, the Payroll Coordinator has been developing a custom report which will be trialled and developed over several pay runs. The first trial is due on 3 April 2024.	
			14 May 2024 – Manager Human Resources: Payroll coordinator has developed a report - to be trialled in the payrun 15 May 2024.	



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
<a href="#">EA: 2023/06 (4.6(iv)) Payroll</a>	<b>Management Comment</b> This policy has been reviewed in light of the changes of legislation for Local Governments transitioning from the Federal to State system. The review took place in August 2021. All HR policies have been reviewed aligning to the applicable (new) legislation with the policies being progressively submitted to the Executive team for approval.	31 December 2023	1 November 2023 – Manager Human Resources: As part of the transition to the State Industrial Relations system from the Federal system, it has been a legislative requirement to update all the HR Internal policies to reflect the new appropriate legislation. All HR Internal policies have been reviewed, with over 50% being presented to the Executive for final approval. These policies are being submitted for final approval on a progressive basis. On track to be completed by 31 December 2023.	<del>31 December 2023</del>
<b>Finding</b> There was no documentary evidence that the City's Human Resources - Internal Policy has been reviewed since September 2018.				<del>31 March 2024</del>
<b>Recommendation</b> The City should review the Policy periodically and update it where necessary.				<b>Completed</b>
<b>Risk Rating</b> <b>Minor (Low)</b>	<b>Responsible Officer</b> Manager Human Resources		23 January 2024 – Manager Human Resources: HR policies have been reviewed with 75% now approved by Executive. Progression of approval continuing.	
			25 March 2024 – Manager Human Resources: All HR policies have now been reviewed. Currently, HR are in the process of ensuring that all staff have access to the policies (via the Intranet and Saved Searches).	

# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
<a href="#">EA: 2023/06 (4.6(v)) Payroll</a>				
<b>Finding</b> During our testing of the long services records it was noted that when transitioning from the Authority system to the OneCouncil system, prorated long service leave balances at the end of the last financial year have not been brought forward to the 2022/23 financial year.	<b>Management Comment</b> The Authority System does not have the capability to provide the pro rata balances between the anniversary date of the employee and the date of migration 26/06/2023. We have identified this issue and a manual calculation is required. This will be rectified in the coming months.	31 December 2023	1 November 2023 – Payroll and Systems Coordinator: Manual Calculation for part-time/casual employees has commenced. The process/calculation will continue to be progressed over the next couple of months.	29 February 2024 <del>30 June 2024</del> <b>1 September 2024</b>
<b>Recommendation</b> The management should carry out a detailed investigation of the brought forward long service balances from the Authority system to the OneCouncil system and rectify the errors in order to ensure the year end long service liability is accurate.	<b>Responsible Officer</b> Payroll and Systems Coordinator		23 January 2024 – Payroll and Systems Coordinator: This action is on-going and is progressing. Additional resourcing in the Payroll team has provided extra capacity and capability to achieve this task.	
<b>Risk Rating</b> <b>Moderate (Medium)</b>			25 March 2024 – Payroll and Systems Coordinator: Manual calculations still progressing (as per outstanding action EA: 2023 (2) Long Service Leave and Annual Leave Reconciliation).	
			25 March 2024 – Manager Human Resources: The reconciliation calculations have been completed. The OneCouncil configuration will need to be changed and the Payroll Coordinator is working with TechOne regarding the required amendments. In addition, the DLGSC have just released the new LSL regulations due to come into effect on 1 September 2024. Payroll are now having to align the new regulations with the current configuration. DLGSC have been providing information sessions as to the required amendments.	

# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b> <a href="#">EA: 2023/06 (4.7) Information Technology</a>	<b>Management Comment</b> IT has a robust onboarding and offboarding procedure that is used for all staff, including fulltime, casuals and contractors, during this process the manager and HR define the access required for individuals.  A formal permissions structure review has taken place and permissions are aligned with requirements of the business and financial delegations are entirely defined by the finance department.  However, the IT Department understands that this requirement is for the <b>regular</b> review of permission structures and is currently working through a process to cross reference with HR and departmental managers on a 6 monthly basis to make certain there have been no changes to requirements or the officers position/role in the company.  <b>Responsible Officer</b> Manager Information Technology	31 December 2023	16 November 2023 – Manager Information Technology: We are currently working through this with HR. Unfortunately due to staffing constraints we have had to push out the deadline to the end of February. We have however discussed how to implement and have test data that proves that we have a viable process, we just need time to implement.  16 November 2023 – Manager Information Technology: Ongoing. This action is a priority for the team and is anticipated to be completed in the revised timeframe.  <b>1 March 2024 – Manager Information Technology:</b>  <b>Complete</b>  There are two processes here to control user management. Access to applications (like TechOne) and access within the T1 application.  <b>Access to the Application:</b> An automated process is currently being setup (due for completion in March) that will take an expiry date from a user object in Active Directory, and apply this to the user account in TechOne. After the account expiry is reached, a process will kick off in T1 to ensure the account is deactivated and all access removed. Users are unable to access the application once the expiry date is reached, as the account cannot authenticate without Azure SSO which is automatically restricted once the expiry date passes in AD. IT have a regular weekly cleanup check	<del>29 February 2024</del>  <b>Completed</b>
<b>Finding</b> During our testing of IT controls, we noted that the City does not have a formal process to review user access rights and privileges in the system to ensure they are in line with the responsibilities of individual staff member's roles/responsibilities.  <b>Recommendation</b> The management should ensure user access rights are periodically reviewed to ensure they are in line with individual staff roles and responsibilities.  <b>Risk Rating</b> <b>Moderate (Medium)</b>				



AUDIT LOG



for recently disabled users, and monthly check for users expired for longer than 6 months.

Access within the T1 Application:  
The Business Systems team have completed a overhaul of user access management within TechOne. These roles and permissions have been created based on the feedback provided by key module owners within TechOne, along with our advice. This involved scheduled meetings with each module owner to go through and define a list of roles within the team, what each role does within the team/organisation, and what positions are tied to each role. Only users to now have elevated Administrative access to the entire product are members of the Business Systems Team in IT.

A regular bi-annual access review has been setup and documented within the IT team wiki to ensure that managers are notified every 6 months a list of what users are active and what their current access is. We will then receive sign off from each manager that access has been reviewed and confirmed current.

A data model/report has also been setup with T1 to allow the IT team to easily check if a user is active, based on matching HR's data on employees with what is currently active within T1 user management. This will show the user, last login, and details about the user's profile and roles access. This is the export that will be emailed to managers during the bi-annual review.



## AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Macri Partners – Financial Management Review</b>				
<b>EA: 2023/06 (4.8(i)) Fixed Assets</b>				
<b>Finding</b> We noted that currently there is no process of formally documenting the disposal of assets i.e. <i>Asset Disposal Form</i> , and obtaining managements approval prior to disposal of individual assets. We however, acknowledge that potential disposals are included in the City's approved budget.	<b>Management Comment</b> All disposal of assets would require the necessary Asset Disposal Forms to be completed and authorised. Communication regarding this requirement will be sent to all asset owners.	31 October 2023	1 November 2023 – Coordinator Finance: Works on the Asset disposal forms have commenced and will be completed by end of the month.	<del>30 November 2023</del> <del>29 February 2024</del> <b>Completed</b>
<b>Recommendation</b> We recommend that management introduce an Asset Disposal/Deletion form to formalize the asset disposals/deletions process, which should also be subject to appropriate authorisation.	<b>Responsible Officer</b> Coordinator Finance		1 February 2024 – Coordinator Finance: Works on the Asset disposal forms is being finalised and will be completed by end of the month.	
<b>Risk Rating</b> <b>Minor (Low)</b>			<b>25 March 2024 – Coordinator Finance:</b> Form is now available, and communication has been sent to all staff. This query can be closed as actioned.	

## 8.4 RISK MANAGEMENT REPORT

### SUMMARY

This report provides an update to the Audit and Risk Committee (Committee) on the City of Kwinana's (City) operational and strategic risk profile, for the purpose of facilitating appropriate and independent oversight. This report is a standard item for the Committee and details all identified strategic risks as well as operational risks assessed as high or extreme (residual).

The City's Risk Register is provided at **Attachment A** for noting and comment by the Committee.

There are presently no high or extreme rated operational risks for reporting.

In relation to the City's strategic risks, no additional risks have been identified for inclusion following the Committee's February meeting. Further, there has been no changes to the ratings of existing strategic risks.

### OFFICER RECOMMENDATION

**That the Audit and Risk Committee note and provide comment where appropriate on the City of Kwinana Organisational Risk Register – Strategic Risks detailed in Attachment A.**

### VOTING REQUIREMENT

Simple majority.

### DISCUSSION

Managing risk is integral to good governance and leadership and is fundamental to the management of the organisation at all levels.

The City is dedicated to an integrated approach to risk management, aiming to set appropriate strategies, achieve our objectives, and make informed decisions in the best interest of the community.

AS/NZS ISO 31000:2018 Risk Management – Guidelines defines risk as “the effect of uncertainty on objectives.” While it is not feasible to eliminate all risk, it is possible to manage uncertainty and create an environment where the occurrence of unexpected events is minimised.

The City's risk management objectives as set out in the City's Risk Management Strategy are as follows:

- a) minimise the occurrence of serious injury or loss of life;
- b) protect assets and resources, including natural and cultural;
- c) meet legislative and compliance requirements;
- d) minimise legal liability;
- e) minimise disruption to operations and services;
- f) minimise financial loss, including through theft or fraud;
- g) improve the City's governance, management capability and accountability;
- h) ensure an effective response to critical incidents affecting services and operations;
- i) effective emergency response and event recovery; and
- j) minimise potential damage to reputation.

Achievement of these objectives requires the proactive identification and mitigation of strategic and operational risks.

The City's Audit and Risk Committee is responsible for providing guidance, assistance, and oversight to Council in relation to risk management, which includes:

- a) ensuring the City has appropriate risk management and internal controls in place;
- b) approving and reviewing risk management programmes and risk treatment options for extreme risks;
- c) setting and reviewing risk management tolerances/appetite and making recommendations to Council;
- d) providing guidance and governance to support significant and/or high-profile elements of the risk management spectrum;
- e) monitoring strategic risk management and the adequacy of internal controls established to manage the identified risks;
- f) monitoring the City's internal control environment and reviewing the adequacy of policies, practices and procedures;
- g) assessing the adequacy of risk reporting;
- h) monitoring the internal risk audit function, including development of audit programs as well as monitoring of audit outcomes and the implementation of recommendations;
- i) setting the annual internal audit plan in conjunction with the internal auditor taking into account the City Strategic and Operational Risk Registers;
- j) conduct an annual review of the organisation's Risk Management Policy and Strategy; and
- k) reporting through the Chief Executive Officer to the Council on its findings.

The Organisational Risk Registers are provided to the Audit and Risk Committee on a quarterly basis for their review.

The City of Kwinana Risk Management Strategy (Strategy) establishes the following risk assessment criteria:

Measures of Likelihood			
Level	Rating	Description	Frequency
A	Almost Certain	80-100% probability that the event will occur in the time period being considered.	Likely to occur at least once in every 1 to 1 ¼ years.
B	Likely	50-79% probability that the event will occur in the time period being considered.	Likely to occur once every 1 ¼ years to 2 years.
C	Possible	25-49% probability that the event will occur in the time period being considered.	Likely to occur once every 2 years to every 4 years.
D	Unlikely	2-24% probability that the event will occur in the time period being considered.	Likely to occur once every 4 years to every 50 years.
E	Rare	0-2% probability that the event will occur in the time period being considered.	Not likely to occur more than once in 50 years.

The City's risk appetite/attitude for residual risk set out in the Strategy is as follows:

Impact Category	Level of residual risk the City is willing to retain			
	Low	Medium	High	Extreme
Environment		●		
Financial	●			
Health and Safety	●			
ICT, Infrastructure and Assets		●		
Legislative Compliance	●			
Reputation/Image	●			
Service Delivery		●		

The Organisational Risk Register shows all 8 active strategic risks recorded for the City. Of the 109 active operational risks recorded for the City, those that are recorded with a residual rating of 'high' or 'extreme' are presented to the Committee (presently nil).

The following is a summary of all active risks within the City's risk portfolio:

Risks		Risks by Ratings (Residual)	
Operational Risks	109	Extreme	0
		High	0
		Medium	55
		Low	54
Strategic	8	Extreme	0
		High	0
		Moderate	5
		Low	3

## STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

## SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

## LEGAL/POLICY IMPLICATIONS

Regulation 17 of the Local Government (Audit) Regulations 1996 provides:

### **17. CEO to review certain systems and procedures**

- (1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*
  - (a) *risk management; and*
  - (b) *internal control; and*
  - (c) *legislative compliance.*
- (2) *The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
- (3) *The CEO is to report to the audit committee the results of that review.*

## FINANCIAL/BUDGET IMPLICATIONS

There are no financial implications that have been identified as a result of this report or recommendation.

## ASSET MANAGEMENT IMPLICATIONS

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report or recommendation.

**ATTACHMENTS**

A. Risk Report - June 2024 [↓](#)



# Risk Register



## Introduction

This document provides an overview of the active risk items currently listed within the City's risk portfolio.

### Strategic Risk Register

The Strategic Risk Register encompasses risks that have the potential to significantly impact the City's long-term goals, mission, and strategic initiatives. These risks are often broad and can affect the City on multiple levels. Examples of strategic risks might include economic downturns, changes in government regulations, or major environmental events.

All active risks within the City's Strategic Risk Register are presented. These risks are critical to the City's overarching strategy and are continuously assessed to mitigate potential impacts.

### Operational Risk Register

The Operational Risk Register includes risks that could affect the City's day-to-day operations and service delivery. These risks are more specific and typically relate to the internal processes, systems, and procedures that support the City's functions. For instance, operational risks might involve IT system failures and/or process change.

All 'high' and 'extreme' rated (residual) risk items within the City's Operational Risk Register are presented. High and extreme risks are those that could have severe consequences on the City's operations if they materialise. These risks are prioritised for immediate action and close monitoring to minimise disruption and ensure resilience.

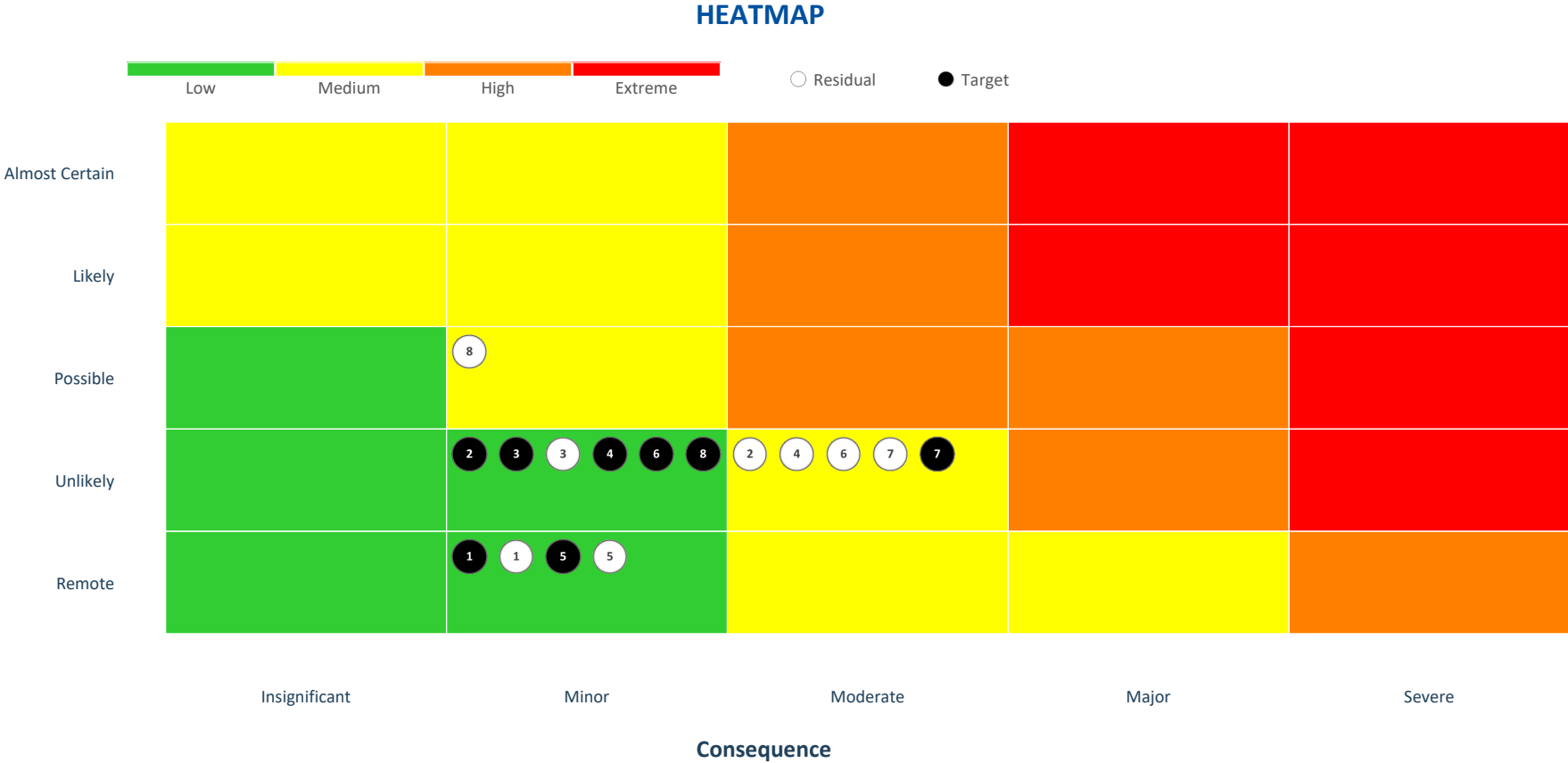
Strategic Risk Register

# Inherent Risk Assessment

		Ratings				
		Summary	0	2	5	1
			Low	Medium	High	Extreme
Likelihood	Almost Certain	0	0	1	1	0
	Likely	0	0	2	0	0
	Possible	0	2	1	1	0
	Unlikely	0	0	0	0	0
	Remote	0	0	0	0	0
		Insignificant	Minor	Moderate	Major	Severe
		Consequence				

# Residual Risk Assessment

		Ratings				
		Summary	3	5	0	0
		Low	Medium	High	Extreme	
Likelihood	Almost Certain	0	0	0	0	0
	Likely	0	0	0	0	0
	Possible	0	1	0	0	0
	Unlikely	0	1	4	0	0
	Remote	0	2	0	0	0
		Insignificant	Minor	Moderate	Major	Severe
		Consequence				



## RISK SUMMARY

### Strategic Risk

No.	Risk Title	Residual	Target	Trend
1	<b>SR2 - Monitoring of financial ratios</b>  Risk Review Comments: The Long Term Financial Plan for 2025-2034 is currently under review and is undergoing comprehensive evaluation to ensure it meets the strategic and financial goals of our community. The revised Long Term Financial Plan is scheduled to be presented at the upcoming Ordinary Council Meeting, which will be held on Wednesday, 26 June.	Low	Low	↓
2	<b>SR6 - Maintain level of service of City assets</b>  Risk Review Comments: Risk assessments and amended controls have been reviewed. The revised Long Term Financial Plan is scheduled to be presented at the upcoming Ordinary Council Meeting, which will be held on Wednesday, 26 June. This updated plan will outline investments in asset management, ensuring strategic allocation of resources and sustainable development.	Medium	Low	↔
3	<b>SR12 - Ensuring compliance with Work Health and Safety (WHS) legislation and associated regulations</b>  Risk Review Comments: As of the 31 March 2024, the transition period for the new WHS legislation ended, the City undertook several projects to ensure the City is compliant with the new legislation. Updating and implementing amendments to the WHS framework to achieve the strategic outcomes of this framework. Whilst the City has assessed and reviewed its documentation and processes against the new WHS legislation and this has been implemented across the City, (now considered as business as usual), moving forward there is a requirement to ensure that workers are adhering to and applying these updates. Ensuring this compliance is on-going strategic risk that needs to be mitigated."	Low	Low	↓
4	<b>SR17 - State Government Waste Avoidance and Resource Recovery Strategy 2030 requirement for 3-bin FOGO waste systems to be implemented across Perth and Peel by 2025</b>  Risk Review Comments: The Feasibility Assessment project has been completed, the Feasibility Assessment Report was endorsed by the Council at the Ordinary Council Meeting on 28 June 2023, with the recommendations adopted. The recommendation to implement a 3-bin GO service in 2024/25 is currently being progressed. Project planning is complete, and project implementation is underway. Bin delivery to households is scheduled for May 2025.	Medium	Low	↓
5	<b>SR18 - Community Engagement Practices</b>  Risk Review Comments: The City has heightened its levels and frequency of engagement with the community. While there are inherent risk associate with community engagement practices, it's important to note that the overall risk in this area has decreased due to greater transparency and increased community involvement in decisions that affect their lives. Risk mitigation actions now include the review of the City's Engagement Policy, currently underway.	Low	Low	↔

No.	Risk Title	Residual	Target	Trend
6	<b>SR25 - Impact of impending reform to the Retirement Villages Act 1992 on the City's ability to operate Banksia Park Retirement Estate</b>	Medium	Low	↓
	<p>Risk Review Comments: A desk top review and understanding of the process other Local Governments have implemented when considering the long term service delivery of the Retirement Villages.</p> <p>Officers are developing a timeline for internal review.</p> <p>The City is continuing to monitor the impending changes as well as advice received and the City has requested the Department of Mines, Industry Regulation and Safety include the City as part of their consultation process. No further updates have been received. A bill containing the proposed amendments to the RV Act has yet to be prepared for introduction into Parliament.</p> <p>The City has completed a consolidation process for Callistemon Court Aged Persons Units to streamline all current agreements into one agreement. Included in the new agreement is intended to be a clause acknowledging that the City is presently considering the long-term future of the site given impending legislative changes in this area proposed by State Government. An agreement has now been reached and the City is awaiting execution by the Department of Communities and the Department of Communities will relinquish agreements in 2025 and 2030.</p>			
7	<b>SR28 - Impact of mandated transition from Federal to State industrial relations (IR) system on 1 January 2023</b>	Medium	Medium	↔
	<p>Risk Review Comments: The City's HR team continues to monitor the information being presented and attends information sessions. The City is currently on schedule to transition to the new requirement by 31 December 2024.</p>			
8	<b>SR29 - Cyber security</b>	Medium	Low	
	<p>Risk Review Comments: During the 2023/24 financial year, the City completed several significant cyber security projects and underwent required regulatory audits. Actively enhancing its cyber security awareness and capabilities, the City aims to effectively mitigate potential risks to the organisation.</p>			

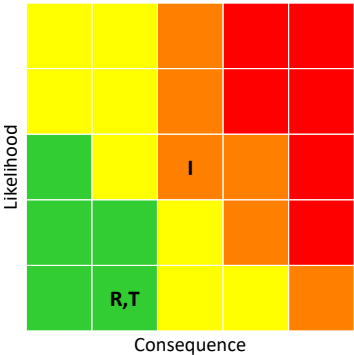


RISK OVERVIEW

Strategic Risk

SR2 Monitoring of financial ratios			
Risk Categories: Financial, ICT, Assets/Infrastructure		Responsible Person: Vanisha Govender	Last Reviewed Date: 20 May, 2024
			Next Review Date: 01 Sep, 2024

Individual Heatmap



Causes

- Inadequate asset sustainability practices

Consequences

- Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal.

**Risk Review Comments:** The Long Term Financial Plan for 2025-2034 is currently under review and is undergoing comprehensive evaluation to ensure it meets the strategic and financial goals of our community. The revised Long Term Financial Plan is scheduled to be presented at the upcoming Ordinary Council Meeting, which will be held on Wednesday, 26 June.

**Risk Treatment:** Treat

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
2022-2041 Long Term Financial Plan	Vanisha Govender	Substantially Effective	30 Jun, 2024

Residual Solutions

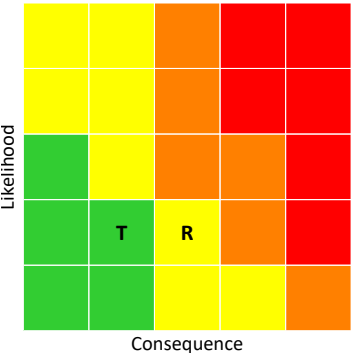
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Ensure that future budgets and LTFPs continue to increase asset renewal expenditure to bring the asset sustainability ratio to an acceptable level.	Vanisha Govender	In Progress	90	30 Jun, 2024

Risk Appetite



SR6	Maintain level of service of City assets		
Risk Categories: ICT, Assets/Infrastructure, Financial, Service Delivery		Responsible Person: Doug Elkins	Last Reviewed Date: 21 May, 2024
			Next Review Date: 16 Feb, 2025

Individual Heatmap



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Partially Effective

Risk Appetite



Causes

- City infrastructure failure
- failure to fund asset renewal obligations and asset maintenance requirements over the long term
- Inadequate asset data
- Inadequate asset sustainability practices

Consequences

- Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated life-cycle from procurement to maintenance and ultimate disposal. It does not include issues with the inappropriate use of the plant, equipment or machinery.
- Failure to fulfill statutory regulations or compliance requirements
- Financial burden of extended project implementation
- Poor financial reporting and investment to address the City's commitment to asset management

Risk Review Comments: Risk assessments and amended controls have been reviewed. The revised Long Term Financial Plan is scheduled to be presented at the upcoming Ordinary Council Meeting, which will be held on Wednesday, 26 June. This updated plan will outline investments in asset management, ensuring strategic allocation of resources and sustainable development.

Risk Treatment: Avoid

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Provide updated financial data for asset valuation and financial ratios	Ann Nicholas	Partially Effective	08 May, 2025
Advocate to maintain asset financial ratios in the annual report and the My Council Website	Doug Elkins	Partially Effective	08 May, 2025
Asset Management Plans	Ann Nicholas	Partially Effective	08 May, 2025
Prioritisation of asset management and accurate planning of works.	Ann Nicholas	Substantially Effective	08 May, 2025

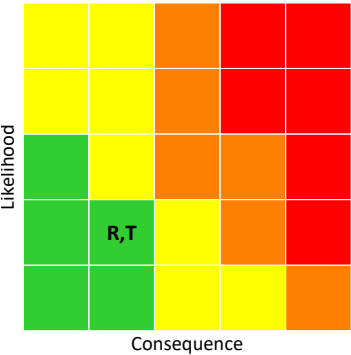
Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Asset Management Plans	Ann Nicholas	Completed	100	30 Nov, 2024
Petition IPWEA to advocate to retain financial ratios in the annual report and MY Council website	Doug Elkins	Completed	100	23 Jan, 2023
Provide asset financial data	Ann Nicholas	Completed	100	31 Aug, 2023

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Review systems associated with prioritisation of asset management and accurate planning of works	Ann Nicholas	Completed	100	30 Nov, 2023

SR12 Ensuring compliance with Work Health and Safety (WHS) legislation and associated regulations			
Risk Categories: Legislative Compliance		Responsible Person: Sue Wiltshire	
		Last Reviewed Date: 28 Mar, 2024	Next Review Date: 30 Jun, 2024

Individual Heatmap



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Changes to legislative requirements by State Government
- Departments/teams are not adhering to the WHS documentation and processes.
- Departments/teams not updating their risk assessments to align with WHS documentation.

Risk Review Comments: As of the 31 March 2024, the transition period for the new WHS legislation ended, the City undertook several projects to ensure the City is compliant with the new legislation. Updating and implementing amendments to the WHS framework to achieve the strategic outcomes of this framework.

Whilst the City has assessed and reviewed its documentation and processes against the new WHS legislation and this has been implemented across the City, (now considered as business as usual), moving forward there is a requirement to ensure that workers are adhering to and applying these updates. Ensuring this compliance is on-going strategic risk that needs to be mitigated."

Consequences

- Financial loss to the City
- Negative reputation from bad publicity
- New legislative obligations imposed on the City
- Non-compliance to WHS legislation

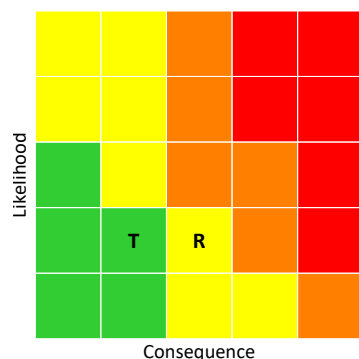
Risk Treatment: Treat

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Work Health and Safety (WHS) Regulations and advice from WALGA/LGIS and other associated governing bodies.	Sue Wiltshire	Substantially Effective	31 Mar, 2024
Work Health and Safety Training	Sue Wiltshire	Substantially Effective	31 Mar, 2025
LGIS/WorkSafe Audit	Sue Wiltshire	Substantially Effective	31 Mar, 2024
WHS Framework	Sue Wiltshire	Substantially Effective	01 Mar, 2024
WHS Committee	Sue Wiltshire	Substantially Effective	01 Jul, 2025
Hazards Guidelines	Sue Wiltshire	Partially Effective	01 Apr, 2024
City of Kwinana Safety and Wellbeing Strategy 2024-2026	Sue Wiltshire	Substantially Effective	31 Mar, 2023

Residual Solutions

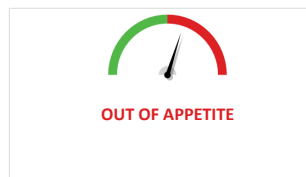
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Continue to deliver training for key staff (including induction, where appropriate)	Sue Wiltshire	Completed	100	31 Mar, 2024
Implement actions identified in GAP analysis.	Sue Wiltshire	Completed	100	31 Mar, 2023
Implement new Strategic Work Health and Safety Committee	Sue Wiltshire	Completed	100	19 Apr, 2023
Monitor implementation of Regulations and WALGA advice	Sue Wiltshire	Completed	100	03 Nov, 2022
Review, update, and implement the actions of the City of Kwinana Health and Wellbeing Strategy 2024 – 2026.	Sue Wiltshire	Completed	100	30 Apr, 2024
Undertake the roll out of new WHS documentation to all teams within the City, advising them of the changes and their requirements	Sue Wiltshire	In Progress	80	30 Jun, 2024

**SR17****State Government Waste Avoidance and Resource Recovery Strategy 2030 requirement for 3-bin FOGO waste systems to be implemented across Perth and Peel by 2025****Risk Categories:** Legislative Compliance, Reputation/Image**Responsible Person:** Troy Morley**Last Reviewed Date:** 20 May, 2024**Next Review Date:** 30 Sep, 2024**Individual Heatmap**

**R** Residual Risk Assessment  
**T** Target Risk Assessment

**Effectiveness of control**

**R** Partially Effective

**Risk Appetite****Causes**

- Change to the City's obligations by State Government Strategy and supporting legislation

**Consequences**

- Financial implication estimated at \$1.2m additional expenditure per annum to implement FOGO system compared to the GO system
- Non-compliance with State Government direction
- Reputation to State Government, other Local Governments and the public may be diminished.

**Risk Review Comments:** The Feasibility Assessment project has been completed, the Feasibility Assessment Report was endorsed by the Council at the Ordinary Council Meeting on 28 June 2023, with the recommendations adopted. The recommendation to implement a 3-bin GO service in 2024/25 is currently being progressed. Project planning is complete, and project implementation is underway. Bin delivery to households is scheduled for May 2025.

**Risk Treatment:** Accept**Residual Controls**

Control Title	Control Owner	Control Effectiveness	Next Review Date
Implement 3-Bin GO system in 2024/25	Troy Morley	Partially Effective	30 Jun, 2025
Feasibility assessment of implementing a 3-bin system.	Troy Morley	Partially Effective	30 Jun, 2024
City of Kwinana Waste Plan 2021-25	Troy Morley	Substantially Effective	01 Jan, 2025

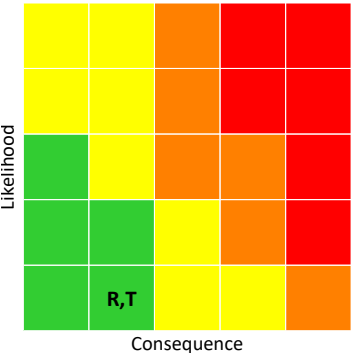
**Residual Solutions**

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Assess initial viability of 3-bin system with Energy from Waste supply contract	Troy Morley	Completed	100	16 Apr, 2021
Commit to feasibility assessment through adoption of City of Kwinana Waste Plan 2021-25	Troy Morley	Completed	100	10 Mar, 2021
Implement 3-bin GO service	Troy Morley	In Progress	10	30 Sep, 2025
Participate in FOGO (Market) Feasibility for Perth and Peel Regions coordinated through Rivers Regional Council	Troy Morley	Completed	100	31 Dec, 2022
Scope, procure and undertake City of Kwinana 3-bin feasibility assessment to determine optimal future delivery option	Troy Morley	Completed	100	30 Jun, 2023



<div>SR18Community Engagement Practices</div>			
Risk Categories: Reputation/Image, Financial, Legislative Compliance, Service Delivery		Responsible Person: Alexi Peacock	<div>Last Reviewed Date: 15 May, 2024Next Review Date: 30 Sep, 2024</div>

Individual Heatmap



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Failure to maintain effective working relationships with the community and stakeholders, including media, businesses, agencies, organisations, community groups, government officials and/or Elected Members, due to ineffective communication, relationship management, partnering, consultation and other engagement practices.

**Risk Review Comments:** The City has heightened its levels and frequency of engagement with the community. While there are inherent risk associate with community engagement practices, it's important to note that the overall risk in this area has decreased due to greater transparency and increased community involvement in decisions that affect their lives. Risk mitigation actions now include the review of the City's Engagement Policy, currently underway.

**Risk Treatment:** Treat

Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Love My Kwinana (Online Engagement Platform)	Alexi Peacock	Partially Effective	01 Aug, 2024
Engagement Framework	Denver D'Cruz	Substantially Effective	31 Jul, 2024
Training and Certification	Denver D'Cruz	Substantially Effective	31 Aug, 2024
Engagement Policy	Denver D'Cruz	Partially Effective	31 Aug, 2023
Council Reports and Project Planning Process	Denver D'Cruz	Substantially Effective	04 May, 2024
Cross-functional championing team	Denver D'Cruz	Substantially Effective	01 Jul, 2024
City Advisory Groups	Denver D'Cruz	Substantially Effective	01 Aug, 2024

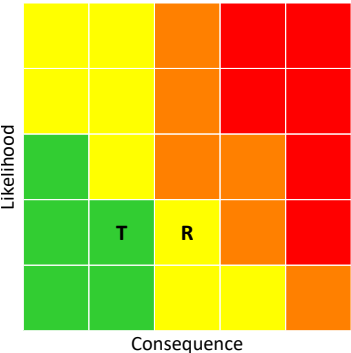
Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Engagement Policy review	Alexi Peacock	In Progress	25	31 Jul, 2024

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Establish a campaign for staff encouraging use and update engagement platform, Love My Love Kwinana.	Denver D'Cruz	Completed	100	01 Jun, 2024
Establish staff awareness campaign in relation to the new Engagement Policy.	Alexi Peacock	Completed	100	31 Oct, 2023
Implement the City's Engagement Policy, establishing the principles for engagement between the City, stakeholders and the wider community.	Alexi Peacock	Completed	100	30 Nov, 2023

SR25 Impact of impending reform to the Retirement Villages Act 1992 on the City's ability to operate Banksia Park Retirement Estate			
Risk Categories: Legislative Compliance, Financial, Reputation/Image		Responsible Person: Fiona Grieves	Last Reviewed Date: 15 May, 2024
			Next Review Date: 15 Sep, 2024

Individual Heatmap



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Substantially Effective

Risk Appetite



Causes

- Changes to legislation

Consequences

- Banksia Park being potentially financially non-viable to the City
- Non-compliance with legislation

**Risk Review Comments:** A desk top review and understanding of the process other Local Governments have implemented when considering the long term service delivery of the Retirement Villages. Officers are developing a timeline for internal review. The City is continuing to monitor the impending changes as well as advice received and the City has requested the Department of Mines, Industry Regulation and Safety include the City as part of their consultation process. No further updates have been received. A bill containing the proposed amendments to the RV Act has yet to be prepared for introduction into Parliament. The City has completed a consolidation process for Callistemon Court Aged Persons Units to streamline all current agreements into one agreement. Included in the new agreement is intended to be a clause acknowledging that the City is presently considering the long-term future of the site given impending legislative changes in this area proposed by State Government. An agreement has now been reached and the City is awaiting execution by the Department of Communities and the Department of Communities will relinquish agreements in 2025 and 2030.

**Risk Treatment:** Avoid

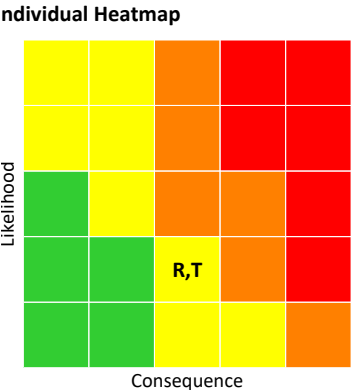
Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Monitor the progress of impending changes to the Retirement Villages Act 1997 (WA), including reviewing the adequacy of existing City resources to meet additional legislative obligations imposed as well as assessing associated risks.	Fiona Grieves	Substantially Effective	15 Sep, 2024

Residual Solutions

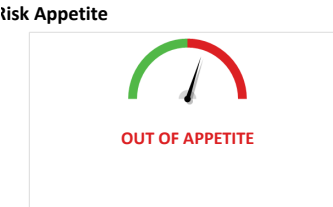
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Monitor and progress to review of the 'Decision Regulatory Impact Statement' (DRIS) recommending amendments to the Retirement Villages Act 1997 to determine appropriate City response.	Fiona Grieves	In Progress	10	31 Dec, 2024
Review impact of the new DRIS amendments to determine the appropriate City response.	Fiona Grieves	Completed	100	31 Dec, 2024

SR28	Impact of mandated transition from Federal to State industrial relations (IR) system on 1 January 2023		
Risk Categories: Financial, Legislative Compliance, Reputation/Image		Responsible Person: Sue Wiltshire	Last Reviewed Date: 20 May, 2024
			Next Review Date: 01 Dec, 2024



- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
R	Partially Effective



**Causes**

- Changes to legislation

**Consequences**

- Financial loss to the City
- Loss of workforce
- Negative reputation from bad publicity
- Non-compliance with legislation

**Risk Review Comments:** The City's HR team continues to monitor the information being presented and attends information sessions. The City is currently on schedule to transition to the new requirement by 31 December 2024.

**Risk Treatment:** Treat

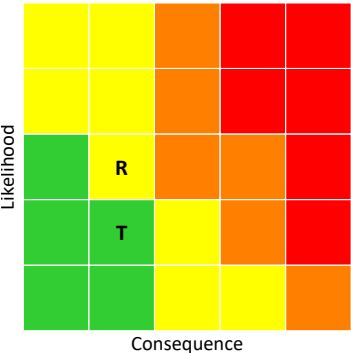
**Residual Controls**

Control Title	Control Owner	Control Effectiveness	Next Review Date
Engagement of HR Strategic Project Officer to support the City's transition.	Sue Wiltshire	Fully Effective	31 Dec, 2024
Ensuring the City's compliance with amendments to Industrial Relations Act 1979 and Minimum Conditions of Employment Act 1993.	Sue Wiltshire	Partially Effective	30 Jun, 2024

Residual Solutions				
Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Consultation to take place with workforce regarding transition	Sue Wiltshire	Completed	100	06 May, 2023
Engagement of HR Strategic Project Officer	Sue Wiltshire	Completed	100	27 Nov, 2024
HR Strategic Project Officer to undertake review of all relevant City policies and procedures.	Sue Wiltshire	In Progress	90	30 Sep, 2024
Submit an application for the HR Strategic Project Officer to sit on WALGA State industrial relations working group	Sue Wiltshire	Completed	100	31 Dec, 2024

SR29	Cyber security			
Risk Categories: ICT, Assets/Infrastructure, Financial, Reputation/Image, Service Delivery		Responsible Person: Tom Ody	Last Reviewed Date: 27 Mar, 2024	Next Review Date: 08 Dec, 2024

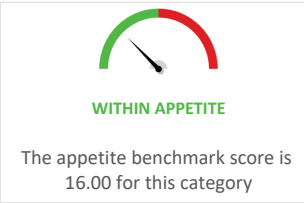
Individual Heatmap



R Residual Risk Assessment  
T Target Risk Assessment

Effectiveness of control
R Substantially Effective

Risk Appetite



Causes

- Improper use of City assets (photocopier etc)
- Failure to follow practices and procedures
- Inadequate processes and procedures from the City
- Lack of officer training
- Malicious actors blocking access or taking down city systems
- Malicious actors gaining access to City Data

Risk Review Comments: During the 2023/24 financial year, the City completed several significant cyber security projects and underwent required regulatory audits. Actively enhancing its cyber security awareness and capabilities, the City aims to effectively mitigate potential risks to the organisation.

Risk Treatment: Avoid

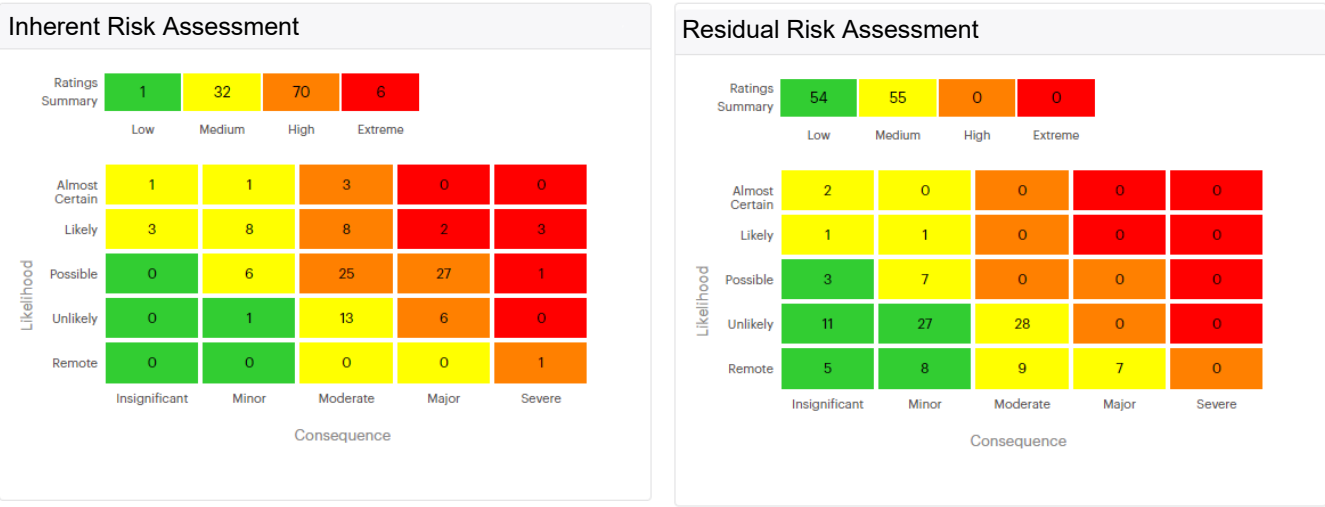
Residual Controls

Control Title	Control Owner	Control Effectiveness	Next Review Date
Network controls, including firewall, virus scan and SEIM monitoring system	Tom Ody	Substantially Effective	08 Dec, 2024
Testing of efficacy of network resiliency through penetration testing.	Tom Ody	Fully Effective	08 Dec, 2024
Implementation of cyber security manual	Tom Ody	Substantially Effective	08 Dec, 2024
Staff cyber security training	Tom Ody	Substantially Effective	08 Dec, 2024

Residual Solutions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
2024 review of the City's Cyber Security Manual	Tom Ody	Ongoing	75	01 Dec, 2024
Implement penetration testing	Tom Ody	Ongoing	75	31 Jul, 2024
Undertaking Extended Detection and Response training with IT staff	Tom Ody	Completed	100	31 Mar, 2024

Operational Risk Register



\*Note - There are presently no extreme or high (residual) operational risk items to report.

## 8.5 BUSINESS CONTINUITY FRAMEWORK

### SUMMARY

In 2023, the City of Kwinana (City) engaged Riskwest to assist in developing a new Business Continuity Management Framework (BCM), Business Continuity Plan (BCP), and Crisis Management Plan (CMP), collectively referred to as 'the Plans'.

The intention of the Plans is to guide the City in the event of a large-scale business disruption, ensuring limited downtime of key City functions.

The Plans were presented to the Audit and Risk Committee at its meeting of 2 October 2023. In line with the ongoing focus on business continuity management, the City subsequently held workshops and walkthroughs of the Plans.

The Plans are now being presented to the Audit and Risk Committee for noting due to required amendments to the BCP. A tracked changed version of the BCP is provided in **Attachment D**.

These amendments were necessitated by changes to organisational requirements as well as to reflect team name changes and the inclusion of the Koorliny Art Centre. The Plans are living documents and will be continuously updated on an 'as required' basis, in addition to their annual review.

The Plans are provided in **Attachments A, B and C** for review and comment by the Committee.

### OFFICER RECOMMENDATION

**That the Audit and Risk Committee:**

1. **Note the City's new, Business Continuity Framework, Business Continuity Plan and Crisis Management Plan as detailed in Attachments A, B and C;**
2. **Note that the Business Continuity Framework, Business Continuity Plan and Crisis Management Plan will continue to be live working documents and will receive regular minor updates on an as required basis; and**
3. **Notes that major review updates will be presented to the Audit and Risk Committee for noting.**

### VOTING REQUIREMENT

Simple majority.

### DISCUSSION

#### **Business Continuity Management Framework (BCM) (Attachment A)**

The BCM for the City is a strategic document that outlines how the City intends to prepare for and respond to business disruptions or crisis. The framework encompasses the City's BCP, CMP as well as Local Business Continuity Plans, which focus on individual teams. Collectively these documents help support the mitigation of risk, prioritise safety, and maintain essential services. By having such framework in place, the City can ensure its resilience and ability to recover from unexpected events.



**Business Continuity Plan (BCP) (Attachment B)**

The purpose of the BCP is to set out the principles to be followed, actions to be taken and resources to be used for the initial response, continuity of priority services and activities and long-term recovery in the event of a prolonged disruption impacting the City. The BCP provides a process that facilitates organised decision-making in the event of a major incident that might otherwise be quite chaotic.

The objectives of the BCP is to:

- Safeguard the health and safety of employees, contractors, and customers during and after a disruptive event;
- Minimise and prevent further damage to the City's property and other assets;
- Minimise any potential operational, reputational, financial, and legal/compliance impacts on the City, rate payers and other stakeholders resulting from a disruption;
- Ensure the continuity and resumption of priority services and business functions within pre-established timeframes and service levels following a disruption; and
- Meet the relevant compliance/regulatory requirements on business continuity.

**Crisis Management Plan (CMP) (Attachment C)**

The CMP is to set out the principles to be followed, actions to be taken and resources to be used for supporting Executive decision-making, and coordination of communications and response at the City when the impact of an incident at the City reaches a point and is declared as a 'crisis'.

The primary focus of the CMP is to deal with the broader strategic issues impacting the City, such as:

- Allocation and mobilisation of resources to support response and recovery of the impacted site;
- Communications with internal and external stakeholders;
- Management of public relations; and
- Coordination of decision making across business areas at the Executive level.

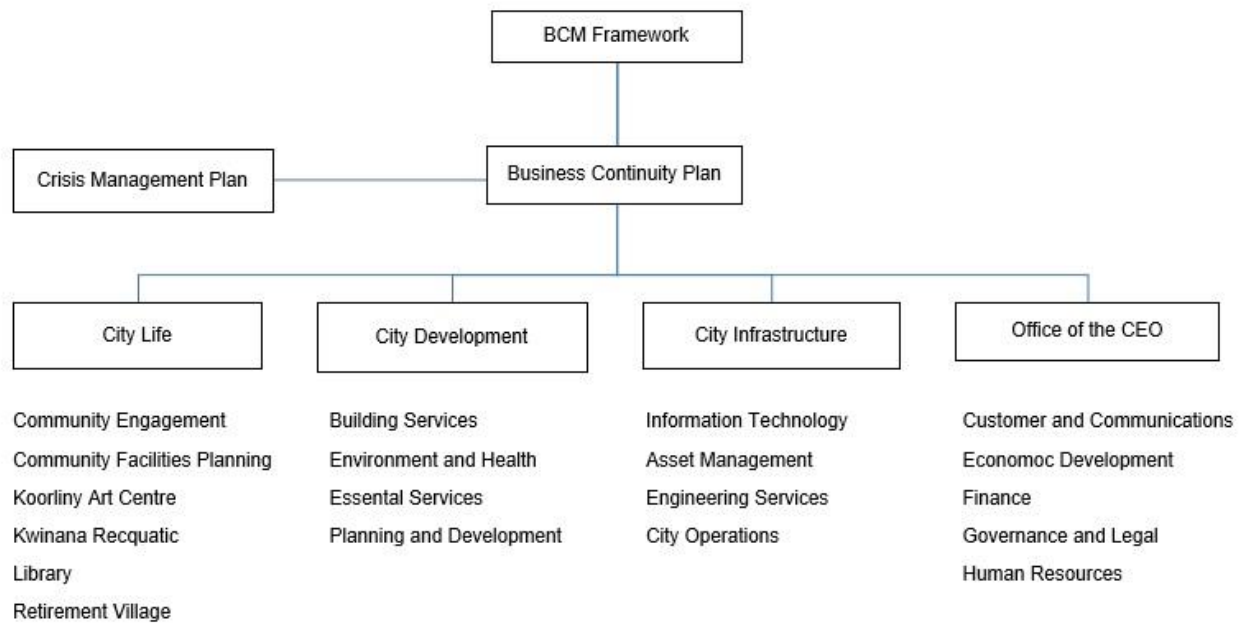
The CMP outlines the processes to be used for assessing and responding to any adverse events that threaten to cause prolonged disruption to services, irreparable damage to critical assets and/or serious reputational damage to the City. It is not based on any specific scenario or causes of disruption but considers the actions required of the Executive to provide strategic management oversight. It is activated when an incident is declared a crisis by the CEO.

**Local Business Continuity Plans (LBCP)**

The LBCP are business area specific response plan that forms part of the City's BCP.

The LBCP is activated by the City's Crisis Management Team (CMT) when a major incident causes prolonged disruption to the City's prioritised services/functions and significant impacts on the community and other stakeholders.

The below image details how the City's Business Continuity is structured.



## STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

## SOCIAL IMPLICATIONS

There are no social implications as a result of this proposal.

## LEGAL/POLICY IMPLICATIONS

No legal/policy implications have been identified as a result of this report or recommendation.

## FINANCIAL/BUDGET IMPLICATIONS

There are no financial implications that have been identified as a result of this report or recommendation.

## ASSET MANAGEMENT IMPLICATIONS

No asset management implications have been identified as a result of this report or recommendation.

## ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report or recommendation.

**ATTACHMENTS**

- A. **Business Continuity Management Framework** [↓](#)
- B. **Crisis Management Plan** [↓](#)
- C. **Business Continuity Plan** [↓](#)
- D. **Tracked Change Version - Business Continuity Plan** [↓](#)



## Business Continuity Management Framework

Document Record	
Document title	Business Continuity Management Framework
Document Number	D23/47242

Review and approval			
Plan owner	Chief Executive Officer		
Maintained by	Manager Governance and Legal		
Version number	1.0	Version date	Oct 2023
Reviewed by	Audit and Risk Committee	Date reviewed	Oct 2023
Approved by	Chief Executive Officer	Date approved	Nov 2023
Frequency of review	Annual	Next review date	Nov 2024

Record of changes/issues			
Version	Date	Comments/reasons for change	Made by
1.0	Oct	Document created and noted by Audit and Risk Committee	RiskWest and Governance and Legal



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## GLOSSARY

Term	Definition
Business continuity	Capability of the City to continue to delivery products or services within acceptable timeframes at predefined capacity during a disruption
Business continuity management	Process of implementing and maintaining business continuity
Business continuity management program	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
Business continuity plan	Documented information that guides the City to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives
Business impact analysis	Process of analysing the impact over time of a disruption on the City and establishing the prioritise for the recovery products and services
Crisis	An unprecedented or extraordinary event or situation that threatens the reputation and integrity of the City and requires a strategic, adaptive and timely response from top management.
Local Business Continuity Plan	Operational response plans used by business areas to guide the recovery and resumption of prioritised services during a disruption.
Maximum Tolerable Period of Disruption	Maximum amount of time that a service may be disrupted before the impacts become intolerable to the City.
Recovery Time Objective	The time within which a service/function must be recovered/restored following a disruption



## ABBREVIATIONS

Term	Definition
A&RC	Audit and Risk Committee
BAU	Business-as-usual
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CMP	Crisis Management Plan
CMT	Crisis Management Team
IT	Information Technology
LBCP	Local Business Continuity Plan
MTPD	Maximum Tolerable Period of Disruption
PIR	Post-incident review
RTO	Recovery Time Objective





## INTRODUCTION

The purpose of the Business Continuity Management (BCM) Framework (the Framework) is to outline the policy and processes for the development, implementation, exercising and maintenance of the BCM program at the City of Kwinana (the City).

The Framework is fundamental in describing how the City intends to mitigate business disruption risks and minimise the impacts of the disruption on the City and its stakeholders. It affirms the City's commitment to safeguard the lives and wellbeing of employees, contractors, and customers, and to ensure the continuity of prioritised services and business functions following a disruptive event or crisis.

## Scope

The Framework and associated policy apply to all Directorates in the City, including those areas of operations that may be outsourced to an external party. In addition, it is a requirement that all Directorates incorporate the Framework and policy in their dealings with external third parties such as suppliers, service providers, business partners and other agencies with respect to the City's services and functions.

## Guidance

To ensure a level of consistency with internationally accepted standards, terminologies, and good practices in BCM, the Framework has been developed based on the principles of:

- AS ISO 22301:2020 Security and resilience - Business continuity management systems - Requirements
- Business Continuity Institute Good Practice Guidelines

## Related documentation

The Framework is underpinned by the following plans and documents:

- Risk Management Strategy
- Crisis Management Plan
- Business Continuity Plan
- Local Business Continuity Plans for each Directorate/business area
- Information Technology Disaster Recovery Plan



## Ownership

The Framework is owned by the Chief Executive Officer. Associated operational activities are delegated to the Manager Governance and Legal who is responsible for the maintenance of the Framework.

## Review

The Framework to be reviewed by the Manager Governance and Legal and presented to the Chief Executive Officer with recommendations for improvements/updates every 3 years, or when there are substantive changes to the City's structure, business processes, services and/or priorities.

## BCM POLICY AND GOVERNANCE

### Policy statement

The City is fully committed to implementing effective business continuity strategies, processes and plans to mitigate potential crises and prolonged disruptions that will impact the City's ability to deliver prioritised services to the community.

For this purpose, the City is committed to:

- developing, implementing, and maintaining a Framework and supporting plans based on contemporary good practice guidelines and standards on BCM.
- ensuring that employees are trained and have the necessary level of competencies, authority, and resources to undertake their business continuity preparation and response roles and responsibilities.
- maintaining operational readiness to respond to disruptions through regular exercises, reviews, and plan maintenance activities.
- establishing a robust governance process to ensure management commitment and support to implement, maintain and continuously monitor the performance and outcomes of the BCM program.



## Objectives of BCM

The objectives of BCM at the City are:

- Safeguard the health and safety of City employees, contractors, and customers during and after a disruptive event,
- Minimise and prevent further damage to property and other assets during and after a disruptive event,
- Minimise any potential operational, reputational, financial, and legal/compliance impacts on the City and its stakeholders resulting from a disruption,
- Ensure the continuity of prioritised services and business functions within pre-established timeframes and service levels following a disruption, and
- To comply with legislation and requirements on business continuity.

## Responsibilities for BCM

### Chief Executive Officer

- Executive sponsor of BCM and owner of the Framework,
- Accountable for ensuring that the City has implemented appropriate measures to mitigate business disruption risks in accordance with the Framework,
- Promote business continuity expectations and culture throughout the City.

### Directors

- Accountable for ensuring appropriate, exercised, and up-to-date Local Business Continuity Plans (LBCPs) are in place for their Directorates,
- Ensure that business areas within their Directorates participate in the BCM program,
- Allocate appropriate levels of funding and resources for the implementation, exercising and maintenance of business continuity strategies and plans across their Directorates, and
- Monitor and report the status of BCM across their Directorates to the Executive on a regular basis.

### Business Area Managers

- Take ownerships of the LBCPs within their areas of responsibility,
- Ensure that appropriate business continuity strategies and plans are developed and implemented for all prioritised services and functions within their business areas, and
- Ensure that their BCPs are reviewed, exercised, and updated on a regular basis.

**Manager Governance and Legal**

- Maintain the Framework and City-wide BCP,
- Coordinate the development, implementation, exercising and maintenance of the LBCPs across the City and in accordance with the Framework,
- Provide technical advice and facilitation support on BCM to business areas, and
- Provide oversight on the governance and compliance elements of the Framework and report the status of BCM implementation to the Audit and Risk Committee (A&RC)

**Employees and contractors**

- Ensure that they are acquainted with the Framework, their business area LBCPs and their roles and responsibilities when the plan is activated,
- Participating in business continuity training and exercises,
- Carrying out appropriate business continuity actions during an incident as directed

**Governance of BCM**

The Executive provides senior management oversight to the BCM Program. It will review the status of BCM implementation, approve business continuity priorities, strategies, and plans, and ensure that the program is adequately funded.

The A&RC is responsible for assisting the Council in fulfilling its fiduciary, corporate governance, and oversight responsibilities in relation to the organisation's governance, risk management, and internal control practices. BCM progress and compliance will be tracked and reported to the A&RC on a quarterly basis.

**Compliance requirements**

In order to demonstrate compliance with the requirements of the Framework, all business areas within each Directorate are to:

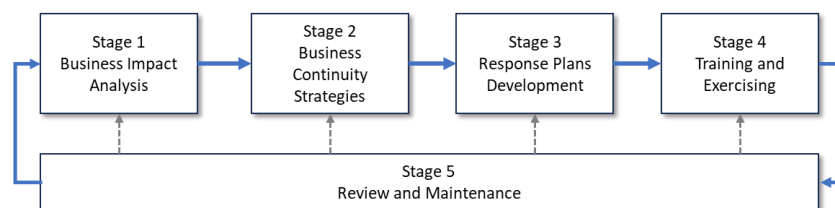
- Perform and document a Business Impact Analysis (BIA) and identify the Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objectives (RTO) by which priority services and business functions must be reinstated following a disruption. The BIA is to be reviewed every 12 months as part of the plan maintenance process or when there are significant changes to the City's operations,



- Document their strategies, resource requirements, dependencies and actions for the recovery and resumption of priority services and business functions in a BCP and ensure that all requirements to support continuity of these services and business functions are implemented. The BCP is to be reviewed and updated at least every 12 months or when there are significant changes to the City's operations,
- Ensure that their staff are trained and are competent to execute the BCPs when disruption occurs, and
- Ensure that their BCPs are exercised at least once every 12 months and in accordance with the City's exercising program.

## BUSINESS CONTINUITY MANAGEMENT PROCESS

Development and implementation of the City's BCM program is guided by the following 5-stage process:



*Figure 1 BCM Development and Implementation Stages*

### Stage 1 Business Impact Analysis (BIA)

The aim of the BIA was to provide a structured process for the City's Executive to establish high-level priorities for the recovery of services following a major disruption. The BIA process involve:

- assessing the business impacts of a disruption to services and identifying the point in time (hours, days, weeks, and months) when the impacts become intolerable/unacceptable to the City. The Impact Reference Table from the City's Risk Management Strategy is used for the assessment to ensure consistency in the definitions and ratings of impact,



- using the assessment above to inform the Maximum Tolerable Period of Disruption (MTPD) for each service. The MTPDs are then used as the basis for prioritising the recovery of services.

MTPD refers to the maximum amount of time that a service may be disrupted before the impacts become intolerable to the City. The aim of the MTPD is to place an upper limit within which a given service must be recovered. It provides guidance on the priority for the recovery and resumption of services following a disruption. Generally, the shorter the MTPD,

the more 'urgent' the service is, hence the sooner it needs to be recovered relative to services with longer MTPDs.

The priorities and associated MTPDs will provide the basis for Directorates and business areas to establish the Recovery Time Objectives (RTOs) for their prioritised services and identify recovery strategies, resource requirements and business continuity procedures in the next stage of BCM process.

Details on the City's BIA can be found in "Strategic Business Impact Analysis Report, August 2023".

## Stage 2 Business Continuity Strategies

Using the information from the BIA, this stage of the BCM process involves:

- "drilling down" and identify activities that support the priority services in each business area that had been determined in the BIA,
- identifying the RTOs, minimum business continuity objectives, recovery strategies and critical resource dependencies (including staffing, equipment, systems and applications, suppliers and service providers and other interdependent parties).

Identification and assessment of business continuity strategies and solutions is an iterative process and requires inputs from all business areas and subject matter experts. Each business area should identify and document appropriate recovery strategies and solutions for various loss scenarios, including (but not limited to):

- Pandemic
- Loss of access to premise



- Non-availability of key personnel
- Non-availability of ICT services
- Non-availability of key suppliers

Further details of the recovery strategies and solutions are documented in the BCP.

### **Stage 3 Response Plans Development**

This stage involves establishing the response teams and documenting the processes and actions to carry out the recovery strategies and solutions for resuming and continuing prioritised services and business functions following a disruption. The documentation consists of the following:

#### **Business Continuity Plan (City-wide)**

This document provides an overview of the City's business continuity arrangements for responding to and recovering from a disruptive event. It outlines:

- The scope, objectives, and assumptions of the plan
- Response team structure, roles, and responsibilities
- Prioritised services and business functions and their associated MTDs and RTOs
- Business continuity strategies and solutions for a pandemic, loss of access to premise, non-availability of key personnel, non-availability of key ICT services and non-availability of key suppliers
- BCP activation procedures

#### **Local Business Continuity Plans (LBCPs)**

LBCPs are operational response plans used by business areas to guide the recovery and resumption of prioritised services during a disruption. LBCPs may be organised by Directorates, business areas and/or facilities. The number of plans required depends on the size, complexity, and nature of Directorates/business areas. Each LBCP includes:

- composition, roles, and responsibilities of the business recovery team
- response actions for the recovery of prioritised services and business functions
- resource requirements and interdependencies
- supporting documentation (e.g., contact lists, templates, checklists, etc.)

LBCPs are owned by the respective Directorates/business areas.



**Crisis Management Plan (CMP)**

The CMP is an Executive-level plan that is focused primarily on the broader strategic issues impacting the City during a crisis. It provides guidance to support City-wide coordination, decision-making and communications at a strategic level.

**Stage 4 Training and Exercising****Training**

Training for City staff should be conducted periodically to ensure that they are aware of their BCM roles and responsibilities and are conversant with the contents of the BCPs. At minimum, the following training should be held:

- New staff–business continuity awareness during induction
- Current employees – business continuity refresher every 24 months

Training may also be incorporated into the exercising program outlined in below. If necessary, briefing sessions should be conducted prior to exercises to provide background and contextual information, participation in the exercise itself has the added benefit of training the personnel at the same time.

Personnel with specific responsibilities for developing, implementing, exercising, and maintaining the BCPs are to be provided with additional training and other opportunities to enhance their BCM technical competencies and professional standing. This may be in the form of a formal professional development program, professional certification, membership with professional bodies and participation in industry forums.

The Manager Governance and Legal is responsible for identifying the BCM skills and competencies required, developing an appropriate BCM training program to meet the needs of City personnel, and coordinating the delivery of the training program.

**Exercising**

Exercising and testing help to validate the effectiveness of all aspects of the City's BCPs and response capabilities. The aims are to:

- Ensure that the BCPs are current, relevant, and practical,
- Provide an opportunity for City staff to rehearse the plan to build familiarity with the response actions, develop effective teamwork, and instill confidence,



- Assess and validate the City's capability in responding to an incident under controlled conditions, and
- Identify shortcomings in the plans and capabilities so that corrective actions can be taken.

At minimum, one exercise should be conducted annually. Exercises may be carried out notionally, such as a walkthrough of the BCP or tabletop simulation exercise, or in practice involving the actual mobilisation of resources to carry out business continuity response activities.

The Manager Governance and Legal is responsible for developing an exercise program and coordinating the conduct of exercises at planned intervals. Business Area Managers are to ensure that their LBCPs are exercised in accordance with the exercise program.

### **Stage 5 Review and Maintenance**

It is vital that the BCPs remain current if they are to be immediately usable following the occurrence of a disruptive event. The BCPs are to be reviewed and updated annually from the date of publication as part of the annual maintenance process. In addition, the BCPs are to be updated or revised when there are significant organisational or procedural changes, following an exercise or following the activation of the plan in response to an actual incident.

Post Incident Reviews (PIRs) must be held after every exercise or incident that leads to the activation of the BCPs. Actions taken and decisions made during the incident and documented procedures in the plans should be evaluated for their effectiveness. Findings from the PIRs should trigger actions to update or revise the BCPs.

The Manager Governance and Legal is responsible for developing a BCP review and maintenance program and coordinating the implementation of the program. Business Area Managers are responsible to ensure that their LBCPs are reviewed and maintained in accordance with the review and maintenance program.



## Crisis Management Plan

Document Record	
Document title	Crisis Management Plan
Document Number	D23/47308

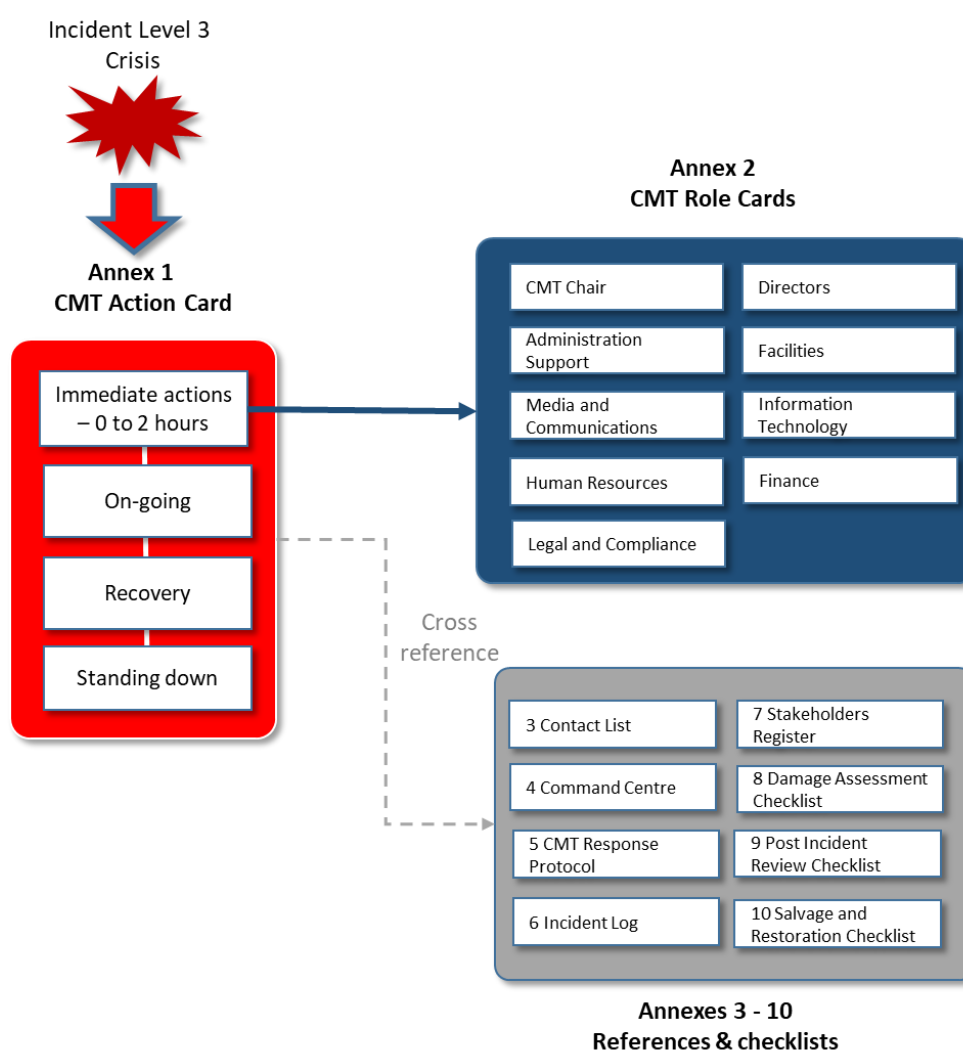
Review and approval			
Plan owner	Chief Executive Officer		
Maintained by	Manager Governance and Legal		
Version number	2.0	Version date	Nov 2023
Reviewed by	Crisis Management Team	Date reviewed	Nov 2023
Approved by	Chief Executive Officer	Date approved	Nov 2023
Frequency of review	Annual	Next review date	Nov 2024

Record of changes/issues			
Version	Date	Comments/reasons for change	Made by
1.0	Oct 2023	Document created and noted by Audit and Risk Committee	RiskWest
2.0	Nov 2023	Reviewed and amended as require with any additional changes from training walkthrough	CMT



## HOW TO USE THE PLAN

**When an Incident Level 3 ‘Crisis’ occurs or is expected to occur, refer to Annex 1**





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## GLOSSARY

Term	Definition
Business continuity	Capability of the City to continue to delivery products or services within acceptable timeframes at predefined capacity during a disruption
Business continuity management	Process of implementing and maintaining business continuity
Business continuity management program	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
Business continuity plan	Documented information that guides the City to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives
Crisis	An unprecedented or extraordinary event or situation that threatens the reputation and integrity of the City and requires a strategic, adaptive, and timely response from top management.
Local Business Continuity Plan	Operational response plans used by business areas to guide the recovery and resumption of prioritised services during a disruption.





## ABBREVIATIONS

Term	Definition
BAU	Business-as-usual
BCM	Business Continuity Management
BCP	Business Continuity Plan
CMP	Crisis Management Plan
CMT	Crisis Management Team
IT	Information Technology
LBCP	Local Business Continuity Plan
PIR	Post-incident review



## INTRODUCTION

The purpose of the Crisis Management Plan (CMP) is to set out the principles to be followed, actions to be taken and resources to be used for supporting Executive decision-making, and coordination of communications and response at the City of Kwinana (the City) when the impact of an incident on the City reaches an acute point and is declared as a 'crisis'.

The primary focus of this plan is to deal with the broader strategic issues impacting the City, such as;

- Allocation and mobilisation of resources to support response and recovery of the impacted site.
- Communications with internal and external stakeholders
- Management of public relations
- Coordination of decision making across business areas at the Executive level

However, the plan is not intended to be a complete, step-by-step, how-to-do-it manual since each situation is unique, with varying levels of threats and business impacts. It suggests actions to be taken and provides guidelines in managing a crisis. Real life decisions for reacting to a crisis must be guided ultimately by the sound judgement and discretion of involved managers and staff.

## Definition

A crisis is defined as "an unprecedented or extraordinary event or situation that threatens the reputation and integrity of the City and requires a strategic, adaptive and timely response from top management".

Examples of crises include (but not limited to):

- Prolonged outage of critical Information technology systems that prevents or restricts the City from delivering prioritised services to the community,
- A roof collapse at the City's Administration Building that causes serious injury to personnel and customers and disruption of operations,
- Breach in cyber security that result in the theft and/or public disclosure of confidential employee and rate payers' information,
- Postings of unfavorable comments, accusations and/or 'fake news' on social media against the City going viral, or



- Malfeasance causing financial loss and/or reputational damage to the City.

## Objectives

The objectives of the CMP are:

- To provide the guidelines and tools for supporting the coordinated response and communication requirements during and after a crisis,
- To minimise any potential harm to the City, its employees, contractors, and customers during a crisis,
- To preserve operations and productivity at the City and restore normal operations as soon as possible following a disruption or adverse event, and
- To lessen the impacts of a crisis and safeguard the reputation and integrity of the City.

## Scope

The CMP outlines the processes to be used for assessing and responding to any adverse events that threaten to cause prolonged disruption to services, irreparable damage to critical assets and/or serious reputational damage to the City. It is not based on any specific scenario or causes of disruption but considers the actions required of the Executive to provide strategic management oversight. It is activated when an incident is declared a crisis by the CEO.

The CMP does not deal with the operational tasks of responding to an incident – these are dealt with by the line managers at the impacted site. It is intended to overlay existing and more detailed plans such as emergency response and business continuity plans (BCPs) and focuses on coordination, decision making and communications at the strategic level.

The CMP does not address,

- procedures for dealing with emergencies (such as bomb threat, fire or building evacuation),
- day-to-day operational problems that can be resolved using routine work practices,
- specific business continuity arrangements, and
- the City's role in responding to external city-wide or state-wide emergencies or disasters (such as disease outbreak, natural disasters, etc.) – there are covered in the Local Emergency Management Arrangements.



## Related documentation

The CMP forms part of the City's framework for responding to emergencies, business disruptions and crises consisting of the following documents:

- Business Continuity Management Framework
- Business Continuity Plan
- Local Business Continuity Plans
- Information Technology Disaster Recovery Plan

## Distribution and access

Electronic copies of the CMP are distributed to:

- Members of the Crisis Management Team (CMT)
- Directors and business area managers
- Holders of the CMP are to ensure that they also have a printed current copy of the plan stored securely in the office and at home.

Electronic copies of the CMP are available within the City's Record Keeping System (CM9)>CORP84.

Printed copies of the CMP are kept at Manager Governance and Legal office and the CEO's office and in addition within the disaster recovery box that is held by Human Resources.

Due to the sensitive nature of the information contained in the CMP, distribution of the document to external parties will only be made on restricted basis and with the approval of the CEO.



## RESPONSE STRUCTURE

The City's response structure consists of a Crisis Management Team (CMT) and Business Recovery Teams (BRTs).

### Crisis Management Team

The Crisis Management Team (CMT) is responsible for providing senior leadership oversight of the incident. The key tasks of the CMT are:

- Coordinate response actions, communications, and decision-making across the City and with stakeholders during a crisis,
- Manage the strategic and reputational implications of the incident on the City,
- Provide any necessary support and resources to the BRTs when the Business Continuity Plan (BCP) is activated,
- Liaise with the Mayor, Elected Members, Minister and other government agencies and stakeholders, and
- Formulate appropriate message and communication strategies with internal and external stakeholders, including employees, next-of-kin of employees, clients, public, media, and other interested parties.

The CMT consists of senior representatives from each of the Directorates. The size of the CMT will vary according to the type and extent of the incident. Generally, the CMT will be assembled first, and other managers and subject matter experts may be called upon by the CMT Chair depending on the nature of the incident. The CMT Chair will exercise discretion in determining the appropriate roles required when a Level 3 Crisis is declared.



The roles and responsibilities of the CMT are:

Role	Responsibilities
CMT Chair	<ul style="list-style-type: none"> <li>▪ Chair CMT meetings,</li> <li>▪ Coordinate decision making and ensure decisions are made in a timely manner, and</li> <li>▪ Liaise with the Mayor/Elected Members/Minister</li> </ul>
Administration Support	<ul style="list-style-type: none"> <li>▪ Ensure that the Command Centre is equipped and operational,</li> <li>▪ Set up and maintain status boards and event logs,</li> <li>▪ Take minutes and assist in preparation of situation reports, and</li> <li>▪ Provide general administrative support to the CMT.</li> </ul>
Media and Communications	<ul style="list-style-type: none"> <li>▪ Manage press and media relations,</li> <li>▪ Develop message strategies for internal and external audience, prepare messages, gain approval, and release information (including social media),</li> <li>▪ Brief the spokesperson on all key issues in accordance with normal press office protocols, and</li> <li>▪ Monitor media and social media</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>▪ Account for people and monitor the status of employees', wellbeing throughout the incident,</li> <li>▪ Coordinate internal communications with Media and Communications, and</li> <li>▪ Coordinate provision of employee and family assistance and welfare</li> </ul>
Legal and Compliance	<ul style="list-style-type: none"> <li>▪ Advise the CMT on legal and risk issues related to staff, assets, clients, and other third parties,</li> <li>▪ Provide legal support and validate external communications in conjunction with Media and Communications, and</li> <li>▪ Provide advice to the CMT and businesses on regulatory issues.</li> </ul>
Directors <ul style="list-style-type: none"> <li>▪ City Life</li> </ul>	<ul style="list-style-type: none"> <li>▪ Represent their respective Directorates as the liaison point/single point of contact with the CMT,</li> </ul>



Role	Responsibilities
<ul style="list-style-type: none"> <li>City Development and Sustainability</li> <li>City Infrastructure</li> <li>Office of the CEO</li> </ul>	<ul style="list-style-type: none"> <li>Activate the Directorate's BCPs under the direction of the CMT,</li> <li>Mobilise appropriate resources within the Directorate to support business continuity and recovery efforts, and</li> <li>Communicate to the CMT the incident status of the business areas in their respective Directorates.</li> </ul>

Depending on the nature of the incident, the CMT may call on other subject matters experts and/or functional managers to advice or join the CMT. These may include (but not limited to):

Role	Responsibilities
Facilities	<ul style="list-style-type: none"> <li>Assess and report building impact/situation to CMT,</li> <li>Coordinate building damage assessment, salvage, and restoration efforts,</li> <li>Coordinate with other relevant business unit with filing of insurance claims as required,</li> <li>Manage preparation and set-up of alternate work sites.</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>Assess the impact of the crisis and coordinate recovery and delivery of IT and communication services required to support the business.</li> <li>Assess and implement IT salvage and restoration efforts,</li> <li>Coordinate recovery of IT services.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Coordinate disbursement of emergency funds</li> <li>Coordinate procurement of emergency supplies</li> <li>Coordinate filing of insurance claims</li> </ul>



## Business Recovery Teams

BRTs are responsible for coordinating recovery efforts with guidance and support from the CMT within the respective Directorates/business areas when the BCP is activated. The key tasks of BCTs are:

- Assess the impact of the incident on the City,
- Oversee the resumption of priority services and activities of the business area,
- Coordinate deployment of internal and external resources required to support service resumption and recovery,
- Report to their respective Directors and keep them apprised of recovery status,
- Carry out post-incident review to identify lessons learned and areas for improvement.

Detailed actions of the BRTs are presented in the Local Business Continuity Plans (LBCPs) of the respective Directorates/business areas.

## NOTIFICATION AND ESCALATION

The notification and escalation process provides a uniform means of interpreting and assessing the severity of an incident (using the prescribed incident classification), and based on that assessment, to determine if notification should be escalated to a higher level of authority at the City.

The purpose of the notification and escalation process is to ensure that,

- there are uniformed criteria for assessing and classifying the severity of an incident and activating the CMT,
- relevant stakeholders are informed in an orderly and timely manner,
- the correct level of management/authority and personnel are assigned to manage the incident.





The three levels of notification and escalation are 'Level 1 - Routine', 'Level 2- Significant' and 'Level 3 - Critical'. These are further described in Figure.

Level	Characteristics	Actions	Responsible
<b>1 ROUTINE</b>	<p>Day to day operational issues or problems that may cause some inconvenience but otherwise have little or no impact on priority services, stakeholders, or overall functioning of the City.</p> <p>Loss or damage to critical infrastructure/assets can easily be rectified or replaced.</p> <p>Situation is unlikely to escalate and can be resolved using routine work practices.</p>	<p>Person who encounters a problem or an imminent threat should notify their immediate manager.</p> <p>The manager will take the necessary actions to resolve the situation using routine procedures.</p> <p>If the situation cannot be resolved using routine procedures or requires a coordinated response with other business areas, the manager will notify the Director of the impact area, and the response is escalated to 'Significant' level.</p>	Manager of impacted area



Level	Characteristics	Actions	Responsible
<b>2 SIGNIFICANT</b>	<p>Considerable delays or disruption with potentially significant impacts on priority services, stakeholders or overall functioning of the City that is likely to last up to 1 business day.</p> <p>Loss or damage to critical assets/infrastructure that will take more than one business day to rectify or replace.</p> <p>Situation cannot be resolved using routine work practices and decisions need to be coordinated across business areas and with external stakeholders.</p>	<p>The Director of the impacted area will mobilise and coordinate the necessary internal and external resources to resolve the problem.</p> <p>If the disruption to priority services is likely to exceed 1 business day or there has been serious injuries/fatalities, or the incident is likely to attract media attention, the Director of the impact area will notify the CEO and the response is escalated to 'Crisis' level.</p>	Director of impacted area



Level	Characteristics	Actions	Responsible
<b>3 CRISIS</b>	<p>Prolonged delays or disruption to priority services with potential major or catastrophic impacts on the City and stakeholders that is likely to last for more than 1 business day.</p> <p>Irreparable loss or damage to critical assets/infrastructure.</p> <p>Incident results in serious injuries or fatalities.</p> <p>Situation attracts media attention and needs to be managed strategically to protect against reputational damage to the City.</p>	<p>On consultation with the Director of the impact area and, if necessary, with other members of the Executive, the CEO will mobilise the CMT and authorise activation of the CMP, and if necessary, BCP.</p> <p>The CMT will coordinate response actions, communications, and decision-making, and direct the recovery activities of the BRTs.</p>	CEO with the CMT

### Activation of the CMP

The CEO/CMT Chair is first notified when:

- An on-going Level 2 Significant Incident escalates or threatens to escalate to a Level 3 Crisis; or
- The possibility of a Level 3 Crisis is likely to occur in the near future (such as severe weather forecast, planned major power shut down, impending major strike or protest) and pre-emptive actions must be taken to protect people, assets and prioritised services and functions.

The declaration of a Level 3 Crisis and activation of the CMT is made by the CEO/CMT Chair. The key phases of CMT response are:

- Immediate Response – key actions from 0 to 2 hours after CMT activation,
- Ongoing – ongoing response actions



- Standing down – close down of CMT and post-incident debrief/post-crisis restoration and returning to normal operations.

The CMT action card and individual role cards are presented in **Annex 2 and 3** respectively.

## Command Centre

A Command Centre (CC) is a pre-designated location from which the CMT would coordinate response and communications when the CMT is mobilised. Depending on the nature of the incident, the CMT would assemble in one of three locations, if possible:

Primary location	City of Kwinana Administration Building
1 <sup>st</sup> alternate location	Operation Deport
2 <sup>nd</sup> alternate location	Kwinana Technology Business Centre (Business Incubator)

Further details on the CC are presented in **Annex 4**.

## Virtual Command Centre

In situations when it is not practicable or possible for the CMT to assemble physically at the CC, MS Teams may be used as a virtual CC. MS Teams may also be used for communicating with City personnel and other internal/external stakeholders as necessary.

## Incident log

An incident log provides a timeline of events and actions taken during an incident or crisis. It is the responsibility of all CMT members to maintain an incident log during an incident until the CMT is stood down. An incident log template is in **Annex 6**.



## POST-INCIDENT

### Standing down

Depending on the nature of the incident, the CMT may be stood down when:

- The situation is no longer deemed a crisis and on-going management of the issue may be:
  - downgraded to a lower incident level or
  - reverted to the City's normal management structure and processes.
- operations at the impacted business areas/facilities have returned to their BAU state or an agreed minimal level of service has been reached following an emergency or disruption, or
- business continuity may transition into a longer recovery phase which could last for weeks or even months.

The CMT Chair, in consultation with other CMT members, will decide on an appropriate time to declare the end of the crisis and stand down the CMT.



## Post-incident review

A post-incident review (PIR) with all those involved in managing and responding to the incident should be undertaken as soon as practicable, typically when the incident has been brought under control or immediately after teams are stood down when the experience is still fresh in the minds of the responders.

The purpose of a PIR is to provide those who were directly or indirectly involved in the incident the opportunity to:

- Discuss their experience and provide feedback,
- Identify those areas that worked well,
- Identify any deficiencies in systems and processes on how the incident was managed and responded to, and
- Make recommendations of improvements and correct the deficiencies identified.

Results of the PIR should be documented, along with recommendations for improvements, and submitted to the Executive. A PIR checklist is presented in **Annex 9**.



## Annex 1 CMT Action Card

The following action card is to be used to guide the actions of the Crisis Management Team when the Crisis Management Plan is activated. This is supplemented by additional information in other sections of the CMP or other documents outside this plan as indicated in the Reference column.

### Immediate Actions (0 -2 hours from CMT activation)

Ref#	Action	Reference	Responsible
1.	On being notified of CMT activation, confirm with the caller the time and venue for the initial CMT meeting	Annex 3 Contact list	All CMT members
2.	Notify Administration Support to set-up the Command Centre and/or MS Office Teams, as required	Annex 4 Command Centre	CMT Chair
3.	Set up status boards and event logs		Admin Support
4.	Convene an initial CMT meeting or conference call to quickly establish known facts and determine actions required	Annex 5 CMT Response Protocol	CMT Chair
5.	Initiate personal incident log	Annex 6 Incident Log	All CMT members
6.	Assess impact of the incident on prioritised services and business functions within each Directorate and advise the CMT if the BCP should be activated		Directors
7.	Authorise activation of the BCP, if require		CMT Chair
8.	BCP Activation		
9.	Notify and assemble (in-person or virtually) business area managers from the Directorate and update them on the situation		Directors
10.	Determine which services or functions are impacted and formulate an action plan for the recovery and resumption of priority services (Tier 1 and 2)	Local Business Continuity Plans	Directors and business unit managers



Ref#	Action	Reference	Responsible
11.	Instruct business area managers to notify their staff and activate their Local Business Continuity Plans	Local Business Continuity Plans	Directors and business unit managers
	Ensure that business areas have sufficient resources that are required to support the recovery and resumption of priority services		Directors and business unit managers
12.	Establish the whereabouts and safety of staff, contractors, and visitors		Human Resources
13.	Work with authorities on next-of-kin notification, if appropriate		Human Resources
14.	Identify who the stakeholders and interested parties are and implement appropriate communications strategies and key messages		Media & Comms
15.	Notify and brief staff members: <ul style="list-style-type: none"> <li>What has happened,</li> <li>Actions that have been taken by the City,</li> <li>Expectations of staff members, and</li> <li>Actions going forward</li> </ul>		Media & Comms
16.	Notify the Mayor and Elected Members of the incident		CMT Chair
17.	Notify front line staff to direct calls /queries from media, public, government and family members to Media and Comms		Media & Comms
18.	Notify key external stakeholders on the incident and plan of action, as appropriate: <ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>	Annex 7 Stakeholders Register	Media & Comms
19.			
20.			





### On-going

Ref#	Actions	Reference	Responsible
1.	Continue regular CMT meetings or conference calls, as appropriate for status updates, and determine next steps.	Annex 5 CMT Response Protocol	CMT Chair
2.	Hold regular meetings with the business area managers in each Directorate to obtain status of recovery, reassess recovery strategies and establish next steps	Local Business Continuity Plans	Directors
3.	Review and reassess the business priorities for recovery and formulate an action plan with business area managers for restoration of lower priority (Tier 3 and 4) services, if necessary	Local Business Continuity Plans	Directors
4.	Remind business area managers to monitor staff fatigue and the welfare of those working from home		Directors
5.	Evaluate communications needs of stakeholders and interested parties, and adjust communications plans accordingly	Annex 7 Stakeholders Register	Media & Comms
6.	Establish roster, rotate CMT members and address fatigue management issues		Admin Support
7.	Assess the need for additional internal or external resources and/or subject matter experts to be deployed		CMT members
8.	Update the Mayor and Elected Members at planned intervals	Annex 3 Contact Lists	CMT Chair
9.	Reach out to and coordinate response with other agencies (including police and emergency services), if necessary		CMT members
10.	Identify any regulatory, legal and liability issues		Legal & Compliance
11.	Monitor new media and internet (including social media)		Media & Comms
12.	Contact and update other stakeholders who have not been reached earlier	Annex 7 Stakeholders	Media & Comms



Ref#	Actions	Reference	Responsible
		Register	
13.	Set up process for disbursement of emergency funding, if appropriate		Finance
14.	Notify loss adjuster/insurer, if necessary	Annex 3 Contact Lists	Finance
15.	Arrange for provision of employee and family assistance (welfare, counselling etc)		Human Resources

Ref#	Actions - end of day/shift handover	Reference	Responsible
1.	Prepare handover notes for incoming CMT members prior to end of shift		All CMT members
2.	Brief incoming CMT members of the latest situation, actions taken, and actions contemplated		CMT Chair
3.	Ensure all status board records, minutes, logs, etc. in the Command Centre are well organised and filed when the shift ends		Admin Support
4.			
5.			



## Recovery

Ref#	Actions (post-crisis restoration and returning to normal operations)	Reference	Responsible
1.	Establish a sub-team within the CMT to undertake responsibilities for long term recovery		CMT Chair
2.	Conduct a detailed damage assessment of the impacted Facility, if appropriate	Annex 8 Damage Assessment checklist	Facilities
3.	Coordinate filing of insurance claims		Finance
4.	Develop and execute a salvage and restoration plan	Annex 10 Salvage & Restoration checklist	Facilities
5.	Coordinate with business area managers to develop a plan for returning to the Directorate to normal operations		Directors and Business Area Managers
6.	Develop and execute a relocation plan for returning to normal		CMT members
7.			
8.			

## Standing down

Ref#	Actions	Reference	Responsible
1.	Assess the latest situation and determine the appropriate timing to stand-down the CMT		CMT Chair
2.	Instruct all Directors to conduct their own post-incident debriefs and report the findings to the CMT	Annex 9 Post incident Review Checklist	CMT Chair
3.	Conduct a post-incident review with the CMT	Annex 9	All CMT



Ref#	Actions	Reference	Responsible
		Post incident Review Checklist	members
4.	Inform all staff members that CMT is standing down		Media & Comms
5.	Inform all relevant external parties that CMT is standing down and provide an appropriate contact point going forward		Media & Comms
6.	Submit all event logs, minutes, reports, and notes to Administration Support		All CMT members
7.	Organise and file all records, event logs, minutes, reports, and notes related to the incident		Admin Support
8.			
9.			



## Annex 2 CMT Role Cards

Crisis Management Team	CMT Chair	Role Card Ref: CMT-01
Assigned to		
Reports to	CEO	
Key responsibilities	<ul style="list-style-type: none"><li>▪ Chair CMT meetings,</li><li>▪ Coordinate decision making and ensure decisions are made in a timely manner,</li><li>▪ Liaise with the Mayor/Elected Members/Minister</li></ul>	
Immediate actions		
<ul style="list-style-type: none"><li>▪ Receive initial notification of a 'crisis' level incident,</li><li>▪ Activate the CMT,</li><li>▪ Chair CMT meeting and formulate action plan with the CMT,</li><li>▪ Notify the Executive/Board/Minister of CMP activation.</li></ul>	<ul style="list-style-type: none"><li>▪ Establish an incident log of own actions and decisions,</li><li>▪ Assess impact of the incident on priority services,</li><li>▪ Authorise activation of the BCP,</li><li>▪ Oversee execution of response actions by the CMT.</li></ul>	
On-going		
<ul style="list-style-type: none"><li>▪ Co-ordinate actions of the CMT to return the situation to normal as soon as possible</li><li>▪ Schedule regular time-out meetings with the CMT for status updates and tasking</li><li>▪ Continually monitor and reassess the situation and adjust the action plan as necessary</li><li>▪ Ensure that the Executive, Mayor, Elected Members, Minister and other relevant state agencies and stakeholders are notified and kept</li></ul>	<ul style="list-style-type: none"><li>▪ Approve key messages to stakeholders (in consultation with the Comms &amp; Media</li><li>▪ Provide regular sitreps up the chain of command and to stakeholders</li><li>▪ Maintain an incident log of own actions and decisions</li></ul>	



<p>updated</p> <ul style="list-style-type: none"> <li>▪ Communicate with and coordinate the CMT's actions with the emergency response authorities</li> </ul>	
<p><b>Recovery/Stand down</b></p>	
<ul style="list-style-type: none"> <li>▪ Establish sub-team to undertake planning for long-term recovery</li> <li>▪ Assess the latest situation and determine on the appropriate timing to stand-down the CMT</li> <li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li> <li>▪ Lead a post-incident review with all involved personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Notify all staff that the CMT is standing down</li> <li>▪ Inform all relevant external parties that the CMT has been stood down and provide an appropriate contact point going forward</li> <li>▪ Prepare post-incident report</li> </ul>



Crisis Management Team	ADMINISTRATION SUPPORT		Role Card Ref: CMT-02
Assigned to			
Reports to	CMT Chair		
Key responsibilities	<ul style="list-style-type: none"><li>▪ Ensure that Command Centre is equipped and operational</li><li>▪ Set up and maintain status boards and event logs</li><li>▪ Take minutes and assist in preparation of situation reports</li><li>▪ Provide general administrative support to the CMT</li></ul>		
Immediate Actions			
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Establish the Command Centre/Virtual Command Centre</li><li>▪ Set up status boards and event logs</li><li>▪ Assist the CMT Chair to notify CMT members</li></ul>		<ul style="list-style-type: none"><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li><li>Take minutes of the CMT meeting</li><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going			
<ul style="list-style-type: none"><li>▪ Assist the CMT Chair to document the response action plan</li><li>▪ Take minutes of CMT meetings</li><li>▪ Assist the CMT Chair to prepare and disseminate situation reports</li></ul>		<ul style="list-style-type: none"><li>▪ Maintain a schedule of CMT meetings</li><li>▪ Maintain status boards and event logs</li><li>▪ Maintain an incident log of own actions and decision</li><li>▪ Provide on-going administration support to the CMT as required</li></ul>	
Recovery/Stand down			
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Collate all documentation and CMT members' individual incident logs to produce a record for the debrief</li></ul>		<ul style="list-style-type: none"><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li><li>▪ Close down the Command Centre</li></ul>	



Crisis Management Team	MEDIA & COMMUNICATION	Role Card Ref: CMT-03
Assigned to		
Reports to	CMT Chair	
Key responsibilities	<ul style="list-style-type: none"><li>▪ Manage press and media relations</li><li>▪ Develop message strategies for internal and external audience, prepare messages, gain approval and release information (including social media)</li><li>▪ Brief the spokesperson on all key issues in accordance with normal press office protocols</li><li>▪ Monitor media and social media</li></ul>	
Immediate Actions		
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>	<ul style="list-style-type: none"><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going		
<ul style="list-style-type: none"><li>▪ Act as the single point of contact for all internal and external communications</li><li>▪ Notify all staff to direct calls/queries on the incidents from the media and public to the Media and Comms</li><li>▪ Identify stakeholders and their information needs and determine the appropriate messaging strategies</li><li>▪ Liaise with media liaison from emergency services and/or government media and agree on approach for managing communications with the public and media, if necessary</li></ul>	<ul style="list-style-type: none"><li>▪ Confirm media liaison and spokesperson</li><li>▪ Set up media centre/briefing room</li><li>▪ Prepare and issue media releases</li><li>▪ Determine public information response and decide on appropriate channels to use and time to release</li><li>▪ Monitor media coverage and media interest (including social media)</li><li>▪ Maintain communications with stakeholders</li><li>▪ Maintain an incident log of own actions and decision</li></ul>	





Recovery/Stand down	
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Inform all staff that CMT is standing down</li><li>▪ Inform all relevant external parties that CMT is standing down and provide an appropriate contact point going forward</li></ul>	<ul style="list-style-type: none"><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>



Crisis Management Team	HUMAN RESOURCES		Role Card Ref: CMT-04
Assigned to			
Reports to	CMT Chair		
Key responsibilities	<ul style="list-style-type: none"><li>▪ Account for people and monitor the status of employees' wellbeing throughout the incident.</li><li>▪ Coordinate internal communications with Media &amp; Communications</li><li>▪ Coordinate provision of employee and family assistance and welfare</li></ul>		
Immediate Actions			
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>		<ul style="list-style-type: none"><li>▪ Liaise with floor wardens/building management to confirm building evacuation</li><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going			
<ul style="list-style-type: none"><li>▪ Establish the whereabouts and safety of employees, contractors and clients</li><li>▪ Liaise with Media and Comms on key messaging to staff</li><li>▪ Assist Media and Comms to disseminate messages to staff</li><li>▪ Coordinate emergency hiring of contractors, temporary staff and employees</li><li>▪ Assist with insurance claim process, including workers compensation</li><li>▪ Arrange for provision of employee and family assistance (welfare, counselling</li></ul>		<ul style="list-style-type: none"><li>▪ Monitor on-going status and whereabouts of employees (e.g. injuries, fatalities, business travel, working from home, etc)</li><li>▪ Coordinate redeployment of employees (alternate work locations, shift work, etc)</li><li>▪ Establish roster, rotate staff and address fatigue management issues</li><li>▪ Maintain an incident log of own actions and decision</li><li>▪ Monitor staff fatigue and ensure that staff are rotated and provided with regular breaks as required</li></ul>	



etc) <ul style="list-style-type: none"><li>▪ Work with authorities on next-of-kin notification, if appropriate</li></ul>	<ul style="list-style-type: none"><li>▪ Ensure staff welfare needs are catered for (food, water, etc.)</li></ul>
<b>Recovery/Stand down</b>	
<ul style="list-style-type: none"><li>▪ Arrange for incident de-briefing and post-traumatic stress counselling</li><li>▪ Assist to document the long-term recovery plan</li><li>▪ Liaise with Media and Comms to inform all staff that CMT is standing down</li></ul>	<ul style="list-style-type: none"><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>



Crisis Management Team	LEGAL AND COMPLIANCE	Role Card Ref: CMT-05
Assigned to		
Reports to	CMT Chair	
Key responsibilities	<ul style="list-style-type: none"><li>▪ Advise the CMT on legal and risk issues related to staff, assets, clients, and other third parties</li><li>▪ Provide legal support and validate external communications in conjunction with Media and Communications</li><li>▪ Provide advice to the CMT and businesses on regulatory issues</li></ul>	
Immediate Actions		
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>		<ul style="list-style-type: none"><li>▪ Establish an incident log of own actions and decisions</li></ul>
On-going		
<ul style="list-style-type: none"><li>▪ Identify any regulatory, legal and liability issues and advise the CMT accordingly</li><li>▪ Provide advice on legal and compliance aspects of response strategies</li><li>▪ Liaise with external legal counsel, regulatory bodies, etc. as required</li></ul>		<ul style="list-style-type: none"><li>▪ Provide legal support to Media and Comms in drafting and vetting media releases without unduly hindering transparency</li><li>▪ Maintain an incident log of own actions and decision</li></ul>
Recovery/Stand down		
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li></ul>		<ul style="list-style-type: none"><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>



Crisis Management Team	DIRECTORS		Role Card Ref: CMT-06
Assigned to			
Reports to	CMT Chair		
Key responsibilities	<ul style="list-style-type: none"><li>▪ Represent their respective Directorates as the liaison point/single-point of contact with the CMT</li><li>▪ Activate the Directorate's LBCPs under the direction of the CMT</li><li>▪ Mobilise appropriate resources within the Directorate to support business continuity and recovery efforts</li><li>▪ Communicate to the CMT the recovery status of the business areas in their respective Directorate</li></ul>		
Immediate Actions			
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>		<ul style="list-style-type: none"><li>▪ Assess impact of the incident on priority services on the Directorate and advice the CMT if BCPs should be activated</li><li>▪ Activate the Directorate LBCPs if required</li><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going			
<ul style="list-style-type: none"><li>▪ Coordinate and monitor progress of business continuity and recovery</li><li>▪ Liaise with IT and Facilities on support required if relocating to an alternate work premise</li><li>▪ Deploy additional resources to support business continuity and recovery as required</li><li>▪ Continually reassess business continuity actions and adjust strategies</li></ul>		<ul style="list-style-type: none"><li>▪ Keep CMT informed of status</li><li>▪ Maintain communications with staff</li><li>▪ Monitor staff fatigue and ensure that staff are rotated and provided with regular breaks as required</li><li>▪ Ensure staff welfare needs are catered for (food, water, etc.)</li><li>▪ Maintain an incident log of own actions and decision</li></ul>	



going forward	
<b>Recovery/Stand down</b>	
<ul style="list-style-type: none"><li>▪ Formulate plan for returning the Directorate to business-as-usual</li><li>▪ Assist the CMT to document the long-term recovery plan</li><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li></ul>	<ul style="list-style-type: none"><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>



Crisis Management Team	FACILITIES		Role Card Ref: CMT-07
Assigned to			
Reports to	CMT Chair		
Key responsibilities	<ul style="list-style-type: none"><li>▪ Assess and report building impact/situation to CMT</li><li>▪ Coordinate building damage assessment, salvage, and restoration efforts</li><li>▪ Liaise with Finance regarding site inspection and filing of insurance claims</li><li>▪ Manage preparation and set-up of alternate work sites</li></ul>		
Immediate Actions			
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>		<ul style="list-style-type: none"><li>▪ Establish the status of facilities that may have been damaged</li><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going			
<ul style="list-style-type: none"><li>▪ Liaise with building management</li><li>▪ Liaise with utility providers</li><li>▪ Liaise with emergency services and public authorities</li><li>▪ Monitor and report on status of building infrastructure (such as power, gas, water, air conditioning, sanitation, and access)</li></ul>		<ul style="list-style-type: none"><li>▪ Work with service providers on restoration of building services</li><li>▪ Manage security and access to premises</li><li>▪ Arrange for relocation of staff to alternate work premises on activation of the BCPs, if necessary</li><li>▪ Maintain an incident log of own actions and decision</li></ul>	
Recovery/Stand down			
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Conduct a detailed damage assessment</li></ul>		<ul style="list-style-type: none"><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li></ul>	



of the impacted facility, if appropriate	▪ Participate in post-incident review
▪ Develop and execute a salvage and restoration plan	▪ Contribute to the post-incident report





Crisis Management Team	INFORMATION TECHNOLOGY	Role Card Ref: CMT-08
Assigned to		
Reports to	CMT Chair	
Key responsibilities	<ul style="list-style-type: none"><li>▪ Assess the impact of the crisis and coordinate recovery and delivery of IT and communication services required to support the businesses</li><li>▪ Assess and implement IT salvage and restoration efforts</li><li>▪ Coordinate recovery of IT services</li></ul>	
Immediate Actions		
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>	<ul style="list-style-type: none"><li>▪ Establish the status of IT services that may have been impacted</li><li>▪ Activate IT Disaster Recovery Plan, if appropriate</li><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going		
<ul style="list-style-type: none"><li>▪ Assess and report impact of incident on IT services</li><li>▪ Identify and attend to IT services issues</li><li>▪ Monitor and report on recovery and restoration IT services</li></ul>	<ul style="list-style-type: none"><li>▪ Arrange for set-up of IT resources at the alternate work premises on activation of the BCPs, if necessary</li><li>▪ Maintain an incident log of own actions and decision</li></ul>	
Recovery/Stand down		
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Conduct a detailed damage assessment of the impacted IT facilities, if appropriate</li><li>▪ Develop and execute an IT salvage and</li></ul>	<ul style="list-style-type: none"><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>	



restoration plan	
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Crisis Management Team	FINANCE		Role Card Ref: CMT-09
Assigned to			
Reports to	CMT Chair		
Key responsibilities	<ul style="list-style-type: none"><li>▪ Coordinate disbursement of emergency funds</li><li>▪ Coordinate with insurers on claims processing</li><li>▪ Coordinate procurement of emergency supplies</li></ul>		
Immediate Actions			
<ul style="list-style-type: none"><li>▪ Receive initial notification of the incident from the CMT Chair</li><li>▪ Participate in CMT meeting and formulate action plan with the CMT</li></ul>		<ul style="list-style-type: none"><li>▪ Establish an incident log of own actions and decisions</li></ul>	
On-going			
<ul style="list-style-type: none"><li>▪ Set up cost centre for emergency expenditure</li><li>▪ Arrange for funds to be made available for emergency purchases</li><li>▪ Arrange for procurement of emergency supplies and equipment</li><li>▪ Centrally monitor and keep record of all incident-related expenditure</li></ul>		<ul style="list-style-type: none"><li>▪ Manage emergency disbursement of funds</li><li>▪ Notify insurer and coordinate insurance claims process</li><li>▪ Collate information required to support insurance claims</li><li>▪ Maintain an incident log of own actions and decision</li></ul>	
Recovery/Stand down			
<ul style="list-style-type: none"><li>▪ Assist to document the long-term recovery plan</li><li>▪ Liaise with IT and Facilities on detailed damage assessments and filing of insurance claims</li><li>▪ Collate all incident-related expenses</li></ul>		<ul style="list-style-type: none"><li>▪ Collate and submit incident logs and other relevant documentation to Admin Support</li><li>▪ Participate in post-incident review</li><li>▪ Contribute to the post-incident report</li></ul>	



## Annex 3 Contact List

### Crisis Management Team

Role		Name	Work Tel #	Mobile #
CMT Chair	Primary	Maria Cooke	9439 0214	
	Alternate	Wayne Jack	9439 0285	
Administration Support	Primary	Kirsty Peddie	9439 0285	
	Alternate	Donnelle Ellery	9439 0252	
Media & Communications	Primary	Natasha Dransfield	9439 0435	
	Alternate	Rebecca Morley	9439 0247	
		Peta Dennison	9439 0277	
Human Resources	Primary	Sue Wiltshire	9236 4625	
	Alternate	Gary Kay	9439 4623	
Legal and Compliance	Primary	Russell Mark	9439 0218	
	Alternate	Vicky Patton	9439 0428	
Director City Life	Primary	Garry Fisher	9439 0423	
	Alternate	Fiona Grieves	9439 0269	
Director City Development & Sustainability	Primary	Maria Cooke	9439 0214	
	Alternate	Troy Morley	9439 0207	
Director City Infrastructure	Primary	Doug Elkins	9439 0282	
	Alternate	David Boccuzzi	9236 4359	
Chief Financial Officer	Primary	Vanisha Govender	9439 0410	
	Alternate	Pauline Igglesden	9439 0284	
Facilities	Primary	Scott Forder	9236 4365	
	Alternate	Carl Boffey	9236 4366	
Information Technology	Primary	Tom Ody	9236 4607	
	Alternate	Jake Wells	9236 4616	
	Primary			
	Alternate			
	Primary			
	Alternate			
	Primary			
	Alternate			



### Other City Contacts

Position	Name	Work Tel #	Mobile #
Manager Essential Services	Stuart Martin	9439 0225	
Manager Recquatic	Michael Hayes	9236 4717	
Manager Building Services	Brian Cameron	9439 0245	
Manager Asset Management	Ann Nicolas	9439 0273	
Retirement Village Manager	Sue Reeve	9236 4347	
Manager Environment and Health Services	Troy Morley	9439 0207	
Manager Operations	David Boccuzzi	9236 4359	
Coordinator Community Facilities and Planning	Peter de Lang	9439 0324	
Coordinator Library Services	Deborah Merrett	9236 4301	

### External Contacts

Organisation	Contact Person/position	Business hours #	After hours #
Police, Fire, Ambulance		000	
Kwinana Police		9411 4311	
Police – non emergency		131 444	
Employee Assistance Program		1300 667 700	
Department of Local Government, Sport and Culture Industries		9492 9700	
Department of Communities		6217 6888	
Department of Biodiversity, Conservation and Attractions		9219 9000	
Department Fire and Emergency		9395 9300	
Department of Health		9222 4222	
Office of Transport Security (advice)		1300 791 581	
Western Power		131 351	
Water Corporation		131 375	



Organisation	Contact Person/position	Business hours #	After hours #
Alinta Gas		131 352	
Synergy		13 13 54	
Dial Before You Dig		1100	
City of Rockingham		9528 0333	
City of Cockburn		9411 3444	

## Annex 4 Command Centre

The Command Centre (CC) is a pre-designated location where the Crisis Management Team (CMT) would meet to coordinate and manage crisis response activities.

The CMT Chair will decide on an appropriate location, and Administration Support in the CMT is responsible for setting up the room. Depending on the nature of the incident, the CMT would assemble at one of these locations:

Primary location	Address: Council Administration Building > Fransis Morgan Meeting Room – Corner Gilmore Avenue and Sulphur Road, Kwinana Contact person: Kirsty Peddie Contact number: 9439 0285 Email: Kirsty.peddie@kwinana.wa.gov.au
1 <sup>st</sup> alternate location	Address: Operations Depot > Angus Walley Meeting Room > Beacham Crescent, Medina WA 6167 Contact person: Kirsty Peddie Contact number: 9439 0285 Email: Kirsty.peddie@kwinana.wa.gov.au
2 <sup>nd</sup> alternate location	Address: Kwinana Technology Business Centre (Business Incubator) > Business Incubator Boardroom > 11 Stidworthy Way, Kwinana Town Centre WA 6167 Contact person: Kirsty Peddie Contact number: 9439 0285 Email: Kirsty.peddie@kwinana.wa.gov.au



If any of the above location is not available or suitable, the CMT Chair will have the discretion to decide on the best alternative place to meet, taking into considering safety issues and proximity to the impacted site.

In situations when it is not practicable or possible for the CMT to assemble physically at the Command Centre, the crisis management teleconference bridge described below may be used instead.

#### **Resources required in the Crisis Command Centre**

- Furniture of the CMT and support personnel
- A landline phone, with voicemail if possible
- Mobile phones (with chargers)
- Access to social media
- Internet access
- Personal computer/laptop with email and access to required applications
- Printer/scanner
- Radio and TV to monitor media
- Whiteboard and marker pens
- Office stationeries (pens, pencils, stapler, etc.)
- Notepads
- Maps/floor plans
- Contact lists,
- Crisis Management & Business Continuity Plans,
- Emergency Response Plans



## Annex 5 CMT Response Protocol

The purpose of the response protocol is to provide a systematic and structured approach for the CMT to manage CMT meetings during a 'critical' level incident. The response protocol should be used each time the CMT meets.

1.	Roles and responsibilities	<ul style="list-style-type: none"> <li>Confirm who is present and what are their roles and responsibilities.</li> <li>Do you have the right people are at the table? Who else needs to be here?</li> </ul>
2.	Facts	<ul style="list-style-type: none"> <li>What are the facts of the incident/crisis?</li> <li>What do we know? What do we not know?</li> </ul>
3.	Impacts	<ul style="list-style-type: none"> <li>What are the areas impacted by the event and how severe is it? Include people, infrastructure, systems, processes, products, and services, and interested parties</li> </ul>
4.	Assumptions	<ul style="list-style-type: none"> <li>What do we 'believe' has occurred or contributed to the situation?</li> <li>What are the likely scenarios? How are these scenarios likely to play out over time?</li> </ul>
5.	Options	<ul style="list-style-type: none"> <li>Consider different response options</li> </ul>
6.	Priorities/tasking	<ul style="list-style-type: none"> <li>What are the immediate and longer-term priorities?</li> <li>What needs to be done now and what can wait?</li> <li>Who is responsible for task execution and how soon does it need to be done?</li> </ul>
7.	Key messages	<ul style="list-style-type: none"> <li>Identify the range of interested parties – what are their concerns and what questions they want answered.</li> <li>Identify key messages for interested parties</li> </ul>
8.	Time for next meeting	<ul style="list-style-type: none"> <li>Establish the time for the next CMT meeting</li> </ul>



Sample

**Annex 6 Incident Log**

<b>Incident name/description</b>			
<b>Date of log</b>		<b>Maintained by</b>	

<b>Date</b>	<b>Time</b>	<b>Summary of events or actions taken</b>



## Annex 7 Stakeholders Register

Organisation	Name, position & contact details	What are their interests and needs?	What would their concerns be?
City of Rockingham	Michael Parker, Chief Executive Officer  9528 0333	Neighbouring Local Government	Possibility of shared services
City of Cockburn	Daniel Simms Chief Executive Officer  9411 3444	Neighbouring Local Government	Possible of shared services
Department of Local Government, Sport and Cultural Industries	6552 7300	Reporting requirements, depending on the time of the Crisis the City may or may not be in the middle of a reporting requirements.	Not meeting legislative requirements.
LGIS		The City's Insurers	Claims



# Sample

## Annex 8 Damage Assessment Checklist

### Purpose

The purpose of a damage assessment is to evaluate the extent of damage that has occurred to a facility resulting from an adverse event, and to use the information obtained to assist in developing a specific plan for recovery and long-term restoration of the facility. The damage assessment is to be completed by a competent person(s) who has a good understanding of building construction and the associated building services (such as power, water, plumbing, telecommunications, etc.).

### Site details

Date of assessment:	
Name & title of person(s) conducting the assessment	
Facility name:	
Facility address:	

### Incident details

Date of incident:			
Type of incident:	<input type="checkbox"/> Structural fire <input type="checkbox"/> Bush fire <input type="checkbox"/> Severe weather <input type="checkbox"/> Internal flooding	<input type="checkbox"/> Flooding <input type="checkbox"/> Explosion without fire <input type="checkbox"/> Criminal activity <input type="checkbox"/> Vehicle vs building	<input type="checkbox"/> Civil disturbance <input type="checkbox"/> Vandalism <input type="checkbox"/> Power failure <input type="checkbox"/> External flooding
Describe incident in detail:			
General impression of damage to facility:	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss		

### Exterior Property Assessment

Areas where damage has been sustained	Landscaping	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Driveway	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Parking lot	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Fences/gates	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Light poles	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Water pipes	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
	Signage	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
Describe damage to the exterior		



property in detail:	
---------------------	--

#### Exterior Building Assessment

Type of damage/hazards present	<input type="checkbox"/> Fire damage <input type="checkbox"/> Smoke damage <input type="checkbox"/> Water damage	<input type="checkbox"/> Presence of mould or mildew <input type="checkbox"/> Biohazards (e.g. blood, body fluids) <input type="checkbox"/> Hazardous materials (e.g. leaks, exposures, spills)
Areas where damage has been sustained	Windows Roof structure Roof covering Exterior walls Doors Light fixtures Downpipes	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
Describe damage to the exterior building in detail:		



# Sample

## Interior Building Assessment

Type of damage/hazards present	<input type="checkbox"/> Fire damage <input type="checkbox"/> Smoke damage <input type="checkbox"/> Water damage	<input type="checkbox"/> Presence of mould or mildew <input type="checkbox"/> Biohazards (e.g. blood, body fluids) <input type="checkbox"/> Hazardous materials (e.g. leaks, exposures, spills)
Areas where damage has been sustained	Pantry Open office area Manager's office 1 Manager's office 2 Storeroom Server room Meeting room Board room Reception area Air conditioning units	<input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss <input type="checkbox"/> No damage <input type="checkbox"/> Minor <input type="checkbox"/> Moderate <input type="checkbox"/> Severe <input type="checkbox"/> Total loss
Describe damage to the interior of the building in detail:		



# Sample

## Equipment & furniture

Types of equipment & furniture damaged	Records compactor	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Workstations	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	PABX	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Multifunction printer	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Scanner	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	File server	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Networking equipment	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Desktop computers	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
	Overhead lighting	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss
Pantry kitchen supplies	[ ] No damage	[ ] Minor	[ ] Moderate	[ ] Severe	[ ] Total loss	
Describe damage to the exterior property in detail:						

## Additional information/observations



Page \_\_\_\_ of \_\_\_\_

## Annex 9 Post Incident Review Checklist

<b>Incident:</b>		<b>Date:</b>	
<b>Team:</b>		<b>Team Leader:</b>	

<p>1. What happened? <i>Replay the event – identify significant events and decisions.</i></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
<p>2. What went well? <i>Identify accomplishments and successes in plan/task execution.</i></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
<p>3. What could have been done differently? <i>Address key areas of concerns, team expectations and processes.</i></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
<p>4. What do we need to do to better prepare for future events? <i>Identify training, tools, techniques, processes, and action items.</i></p> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>



## Annex 10 Salvage and Restoration Checklist

The extent of salvage and restoration required following a crisis is subject to the nature of the incident, the severity of damages sustained and sustainability of the business continuity arrangements. As such, it is not practicable to develop specific action steps for undertaking salvage and restoration operations prior to an incident occurring. However, this checklist will provide guidance on what some of the key consideration that need to be considered when formulating a salvage and restoration plan following a critical incident.

Security	<input type="checkbox"/> Liaise with emergency response authorities for access to site when safe to do so <input type="checkbox"/> Secure impacted site <input type="checkbox"/> Help ensure safety of employees, residents, contractors and visitors
Damage assessment	<input type="checkbox"/> Conduct damage assessment as soon as possible <input type="checkbox"/> Take videos and photos of loss <input type="checkbox"/> Make an inventory of damaged or destroyed items <input type="checkbox"/> Provide notice of loss to insurers
Safety	<input type="checkbox"/> Conduct inspection for safety hazards in and around facility (e.g. hazardous materials, live wires, toxic gases, etc.) <input type="checkbox"/> Conduct inspection for sanitary hazards in and around facility (e.g. damaged septic system, blocked sewerage pipes, etc.)
Restore/reset alarms and protective systems	<input type="checkbox"/> Repair damage to fire sprinkler system and restore service as soon as possible <input type="checkbox"/> Repair damage to smoke and fire detection devices and systems <input type="checkbox"/> Repair damage to security monitoring systems (e.g. CCTV) <input type="checkbox"/> Repair damage to door access systems
Salvage operations	<input type="checkbox"/> Secure any loose items/debris from roofs and property <input type="checkbox"/> Arrange for cleaning, decontamination and sanitisation of facilities <input type="checkbox"/> Sort and separate damaged and undamaged items <input type="checkbox"/> Arrange for removal and disposal of damaged items from property <input type="checkbox"/> Arrange for cleaning and drying of equipment and paper records <input type="checkbox"/> Arrange for dehumidification of all areas <input type="checkbox"/> Arrange for clearing of debris from property



## Business Continuity Plan

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## GLOSSARY

Term	Definition
Business continuity	Capability of the City to continue to delivery products or services within acceptable timeframes at predefined capacity during a disruption
Business continuity management	Process of implementing and maintaining business continuity
Business continuity management program	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
Business continuity plan	Documented information that guides the City to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives
Business impact analysis	Process of analysing the impact over time of a disruption on the City and establishing the prioritise for the recovery products and services
Crisis	An unprecedented or extraordinary event or situation that threatens the reputation and integrity of the City and requires a strategic, adaptive and timely response from top management.
Local Business Continuity Plan	Operational response plans used by business areas to guide the recovery and resumption of prioritised services during a disruption.
Maximum Tolerable Period of Disruption	Maximum amount of time that a service may be disrupted before the impacts become intolerable to the City.
Recovery Time Objective	The time within which a service/function must be recovered/restored following a disruption

## ABBREVIATIONS

Term	Definition
ARC	Audit and Risk Committee
BAU	Business-as-usual
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CMP	Crisis Management Plan
CMT	Crisis Management Team
IT	Information Technology
LBCP	Local Business Continuity Plan
MTPD	Maximum Tolerable Period of Disruption
PIR	Post-incident review
RTO	Recovery Time Objective

## INTRODUCTION

### Purpose

The purpose of the Business Continuity Plan (BCP) is to set out the principles to be followed, actions to be taken and resources to be used for the initial response, continuity of priority services and activities and long-term recovery in the event of a prolonged disruption impacting the City of Kwinana (the City).

This plan provides a process that facilitates organised decision-making in the event of a major incident that might otherwise be quite chaotic. However, the plan is not intended to be a complete, step-by-step, how-to-do-it manual since each incident is unique, with varying levels of threats and business impact. It suggests actions to be taken and provides guidelines in managing a major incident. Real life decisions for reacting to a major incident must be guided ultimately by the sound judgement and discretion of involved managers and staff.

This plan may be triggered by an incident or impending emergency that could significantly disrupt priority services and/or threaten the safety of employees, contractors, and customers.

### Objectives

The objectives of the BCP are to:

- Safeguard the health and safety of employees, contractors, and customers during and after a disruptive event,
- Minimise and prevent further damage to the City's property and other assets,
- Minimise any potential operational, reputational, financial, and legal/compliance impacts on the City, rate payers and other stakeholders resulting from a disruption,
- Ensure the continuity and resumption of priority services and business functions within pre-established timeframes and service levels following a disruption,
- Meet the relevant compliance/regulatory requirements on business continuity.

## Scope

The scope of the BCP covers arrangements for responding to and recovering from a disruptive event impacting the City's prioritised services and functions covering business areas in the following Directorates:

- City Life
- City Development and Sustainability
- City Infrastructure
- Office of the CEO

The following are excluded from the scope of the BCP:

- Procedures for dealing with day-to-day operational problems and short-term disruptions (such as those caused by equipment malfunction, temporary system outage or utility disruption)
- Technical procedure for dealing with systems and network outage. These are addressed in the IT Disaster Recovery Plan
- Procedures for dealing with safety issues or emergencies (such as fires, bomb threats, evacuation, etc.). These are dealt with in the City's Emergency Management Plans
- Disasters (such as major storms, wide-spread flooding, etc.) impacting the community that are under the purview of the Local Emergency Management Arrangements

## Related documentation

This BCP is supplemented by the following (see Figure 1):

- Local Business Continuity Plans (LBCPs) containing the response plans for guiding business continuity actions of the respective Directorates and business areas. The number of LBCPs required within each Directorate is dependent on the size and complexity of the Directorate. Smaller Directorates may have all their LBCPs consolidated into one document,
- A Crisis Management Plan (CMP) that provides guidance to the Executive-level Crisis Management Team (CMT) that is responsible for controlling and coordinating the City's response to an Incident Level 3 crisis.

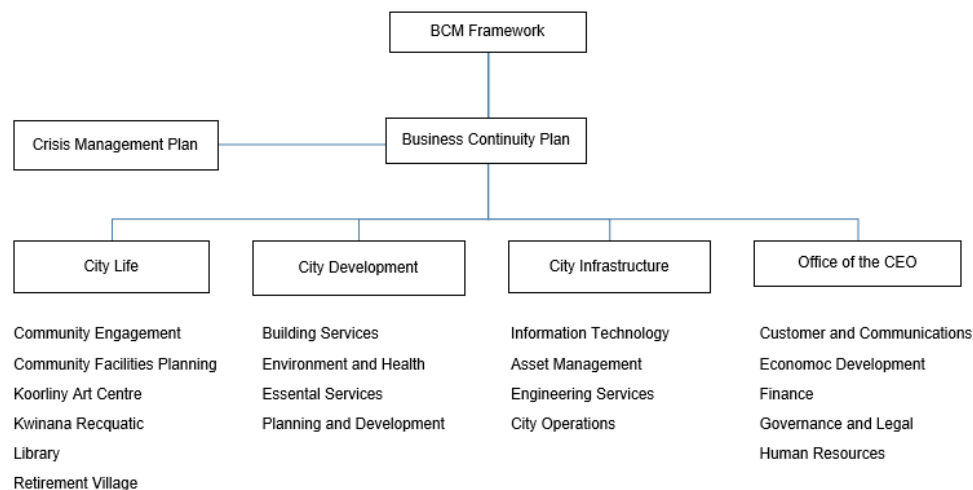


Figure 1 Business Continuity Documentation Hierarchy

The BCP, LBCPs and CMP collectively form part of the City's framework for responding to emergencies and service disruptions consisting of the following documents:

- Risk Management Strategy
- Business Continuity Management Framework
- IT Disaster Recovery Plan
- Local Emergency Management Arrangements

## Distribution and Access

The BCP is intended to be used and referenced by:

- members of the Executive
- members of the Crisis Management Team
- business area managers responsible for overseeing execution of the LBCPs.

All holders of the BCP and LBCPs should have access to the documents at their regular place of work and off-site (i.e., at home or via remote access). Electronic copies of the documents are saved centrally within the City's Record Keeping System (CM9)>CORP84.



Due to the sensitive nature of the information contained in the BCP and LBCPs, distribution of the plan to external parties will only be made on a restricted basis and with the approval of the CEO.

### **Plan review and maintenance**

The BCP, LBCPs and all associated documents are to be reviewed and updated annually from the date of publication/date of last review as part of the annual maintenance process. In addition, the BCP documentation is to be updated or revised when there are significant organisational or procedural changes or following the activation of the plan in response to an actual incident.

De-briefing must be held after every exercise or incident that leads to the activation of the BCP. Actions taken, and decisions made during the incident and documented procedures in the BCP should be evaluated for their effectiveness.

The Manager Governance and Legal is responsible for the on-going maintenance of the BCP.

Business area managers with each Directorate are responsible for the on-going maintenance of their respective LBCPs.

### **Training and Exercising**

The Manager Governance and Legal is responsible for developing and coordinating the delivery of business continuity training and exercise programs at planned intervals.

Business area managers are responsible for ensuring that their staff members participate in the training and exercise programs. At minimum, at least one exercise should be conducted annually.

## PRIORITISATION OF SERVICES

A Strategic Business Impact Analysis (BIA) was conducted with the Executive to:

- Assess the business impacts of disruption to services and determine the “maximum tolerable period of disruption” (MTPD),
- Identify high level recovery strategies for responding to service disruptions.

Findings from the Strategic BIA are presented in the ‘City of Kwinana Strategic Business Impact Analysis Report’

MTPD refers to the time within which a service or business function must be resumed following a disruption. It is measured from the time a disruption occurs to the time when the service or business function becomes operational again. The MTPDs provided the basis for Directorates and business areas to establish the Recovery Time Objectives (RTOs) for their prioritised services and identify recovery strategies, resource requirements and business continuity procedures.

RTO refers to the time within which a service/function must be recovered/restored following a disruption. These are grouped into 4 tiers in order of priority as follows:

Tier	Timeframe	Approach
Tier 1	RTO of 1 day or less	All available resources should be directed to recover these services quickly
Tier 2	RTO of more than 1 day and up to 1 week	Services must be recovered as soon as Tier 1 services have been restored
Tier 3	RTO of more than 1 week and up to 1 month	Services may be recovered when resources are available after Tier 1 and 2 services are restored
Tier 4	RTO of 1 month or more	Services may be suspended, and resources diverted to support higher Tier services

*Figure 2 Priorities for Recovery*

A consolidated list of priority services and business functions across all business areas is presented in Annex 1.

## RECOVERY STRATEGIES

### Operating principles

Each Directorate and business area have identified and documented appropriate recovery strategies and solutions for various loss scenarios based on the following operating principles:

#### Pandemic

- In the event of a government declared restriction to movements or lockdown and need for social distancing:
  - relocate staff to work from home (WFH)
  - maintain business-as-usual (BAU) as much as possible and practicable.
- If it is not possible or practicable to maintain BAU (e.g., due to insufficient personnel, ICT resource constraints, limited timeframes, etc.), each business area should give precedence to high priority (i.e., Tier 1 and 2) services. Lower priority services may be deferred or suspended.
- If WFH is not a viable option (e.g., due to operational constraints, technical limitations, compliance/regulatory issues, etc.) and staff members are required to work on-site, appropriate work, health, and safety measures (e.g., social distancing, use of PPE, etc.) should be implemented per the Pandemic Plan.

#### Loss of access to premise

##### Primary recovery strategy

- In the event of a loss of access to a City's premise, the primary recovery strategy is to:
  - Relocate staff to WFH and
  - Maintain BAU as much as possible and practicable.
- If it is not possible or practicable to maintain BAU (e.g., due to insufficient personnel, ICT resource constraints, limited timeframes, etc.), each business area should give precedence to high priority services as determined in the BIA. Low priority services may be deferred or temporarily suspended.

**Alternate recovery strategies**

- If WFH is not a viable option (e.g., due to operational constraints, compliance/regulatory issues, work, health, and safety concerns, etc.), the alternate recovery strategies may involve relocating priority services to:
  - an alternate site and/or
  - the premises of other government departments/agencies where prearrangements have been made and determined to be technically and operational viable.
- Precedence will be given to high priority services as determined in the BIA. Low priority services may be deferred or temporarily suspended.
- Facilities within the City that could be used as alternate sites include:
  - Administrative Building
  - Depot
  - Business Incubator
  - Darius Wells Library and Resource Centre
  - Youth Zone Space
  - John Wellard Community Centre
  - William Bertram Community Centre
  - Margaret Fielman Building
  - Koorliny Art Centre

**Non-availability of key personnel**

- Business areas are to develop contingency measures to mitigate the loss of, or prolonged absence of, key personnel to ensure continuity of priority services.
- Mitigation measures may include (but not limited to):
  - Redeploying appropriately skilled personnel from within or outside the Division
  - Cross-training personnel to undertake the work
  - Identifying appropriately skilled backups for key positions beforehand
  - Outsourcing the work to an external provider
  - Developing a pool of appropriately skilled personnel who may be rostered to perform the work.

**Non-availability of ICT services**

- ICT will have its own Disaster Recovery Plan (DRP) for restoring ICT services in the event of disruption to systems and/or networks.
- Business units are to identify the applications that they are dependent on and develop workaround processes for dealing with disruptions to these applications to ensure continuity of priority services.

**Non-availability of key suppliers**

- Business units are to develop contingency measures to mitigate the loss of key suppliers/service providers and disruption to supply chains to ensure continuity of priority services.
- Mitigation measures may include (but not limited to):
  - Maintaining contingency supplies for short term disruption
  - Identifying alternate suppliers/providers
  - Collaborate with key partners/suppliers/providers on business continuity planning
  - Ensuring that business continuity commitments of suppliers/providers are included in the contracts/service level agreements

Details on each Directorate/business area's recovery strategies are presented in the respective LBCPs.

## RESPONSE STRUCTURE

The City's response structure consists of:

### Crisis Management Team

The Crisis Management Team (CMT) is responsible for providing oversight of the incident, overseeing the broader strategic and reputational implications of the crisis, coordinating decision making and communications, and providing any necessary support and resources to the Directorates and business areas when the CMP is activated. Detailed roles and responsibilities of the CMT are outlined in the CMP.

### Business Recovery Teams

BRTs are responsible for coordinating recovery efforts with guidance and support from the CMT within the respective Directorates/business areas when the BCP is activated. The key tasks of BCTs are:

- Assess the impact of the incident on the City,
- Oversee the resumption of priority services and activities of the business area,
- Coordinate deployment of internal and external resources required to support service resumption and recovery,
- Report to their respective Directors and keep them apprised of recovery status,
- Carry out post-incident review to identify lessons learned and areas for improvement.

Detailed actions of the BRTs are presented in the Local Business Continuity Plans (LBCPs) of the respective Directorates/business areas.

## Notification and Escalation

The notification and escalation process provides a uniform means of interpreting and assessing the severity of an incident (using the prescribed incident classification), and based on that assessment, to determine if notification should be escalated to a higher level of authority at the City.

The purpose of notification and escalation process is to ensure that,

- there is uniformed criteria for assessing and classifying the severity of an incident and activating the BCP,
- relevant stakeholders are informed in an orderly and timely manner,
- the correct level of management/authority and personnel are assigned to manage the incident.

The three levels of notification and escalation are:

- Level 1 – Routine
- Level 2- Significant
- Level 3 – Critical

Further details of the notification and escalation levels are presented in the CMP.

## Business Continuity Plan Activation

There are a wide range of issues or incidents that may arise at the City, ranging from minor day-to-day operational problems that have minimal impact on overall service delivery to a crisis that could endanger the safety of people and/or lead to prolonged disruption to priority services.

Day-to-day operational problems that may cause minor inconvenience or temporary delays to service delivery are managed by the managers of the impacted area using routine procedures without any need for further escalation. If the situation cannot be resolved using routine procedures or requires a coordinated response with other business areas, the Director of the impact area will then assume responsibility for managing the incident.

The CMT authorises the activation of the BCP at the Crisis level of notification and escalation when an incident disrupts, or threatens to disrupt, all or a significant number of priority services for an extended period. Examples of incidents that could lead to the activation of the BCP include (but not limited to):

- Fire, flood or explosion causing considerable damage to buildings and/or infrastructure, and rendering part of or all the Shire's facilities inaccessible or unusable,
- Prolonged loss of utilities, such as water or electricity supply, to the site,
- Government imposed restrictions to movement due to a pandemic,
- Cyberattack that disables the Shire's systems for days,
- Security or criminal incident resulting in denial of access to the Shire's facilities,
- Above normal levels of staff absenteeism resulting from illness, severe weather, bush fires, etc.

Further details of the plan activation process can be found in the CMP.

## Standing down

Depending on the nature of the incident, the CMT Chair may stand-down the BRTs when:

- operations at the impacted business areas/facilities have returned to their BAU state or an agreed minimal level of service has been reached following an emergency or disruption, or



- business continuity may transition into a longer recovery phase which could last for weeks or even months.

Business areas managers are to ensure that post-incident reviews are carried out after every BCP activation.



## ANNEX 1 CONSOLIDATED LIST OF PRIORITY SERVICES

The tables below summarise the recovery priorities based on the Recovery Time Objective (RTO) for each service/function. These are grouped into 4 Tiers as follows:

RTO	Tier	Approach
1 day or less	1	All available resources should be directed to recover these services quickly
Up to 1 week	2	Services must be recovered as soon as Tier 1 services have been restored
Up to 2 weeks	3	Services may be recovered when resources are available after Tier 1 and 2 services are restore
2 weeks to 1 month+	4	Services may be temporarily suspended, and resources diverted to support higher Tier services

Key:

- **LOCATION** – place where service/function is located (Admin – Administration Building).
- **MBCO** – Minimum Business Continuity Objectives: the minimum level of service that is to be provided when the service/function is resumed.
- **RTO** – Recovery Time Objective: the time within which a service/function must be recovered/restored following a disruption.
- **WFH** – Work from Home: whether the service/function can be undertaken from home (Yes, No or Partial – some parts of work cannot be done from home, e.g., field work).



## City Development and Sustainability

### Building Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Management of building & construction legislated approval and compliance.	Admin	2	3 days	Process certified applications that are coming due	a) Triage – certified and non-certified application: prioritise certified applications, swimming pools, then uncertified applications b) Use external contractors. c) Obtain assistance from other LGAs	Yes
2.	Management and administration of the State government mandated swimming pool safety barrier inspection program.	Admin	2	3 days	Ensure overdue inspections for swimming pools are carried out	a) Triage and prioritise swimming pools that are overdue for inspection. b) Use external contractors. c) Obtain assistance from other LGAs	Yes
3.	Provision of information relating to building and construction to industry, internal and external stakeholders	Admin	2	1 week	Prioritise internal (part of application workflow)	a) Prioritise internal (part of application workflow) b) Generic info – direct customers to other LGAs or external contractors	Yes
4.	Provision of information relating to property certificates	Admin	2	1 week	Provide internal comments to Customer Service	a) Use another internal team	Yes
5.	Management and administration of building compliance within the City's jurisdiction	Admin	2	1 week	Respond to urgent safety issues	a) Use Compliance team. b) Use external contractors. c) Obtain assistance from other LGAs	Yes



## Environment and Health

### Environment and Waste

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration and waste contract management	Admin	1	1 day	Response to complaints from customers and advice customers of delays in waste collection	a) Triage and prioritise response to complaints and payments as required. b) Temporarily defer other non-urgent activities	Yes
2.	Waste services - bulk and verge side	Admin	3	2 weeks	Communicate delays to customers	a) Contractors to activate their own BCPs, if necessary (ensures that BCP requirements are built into contractual agreements) b) Use alternate contractors. c) Reschedule collections extend collection hours	Yes
3.	Litter and illegal dumping	Admin	3	2 weeks	Response to high risk illegal dumping	a) Assess the risk and prioritise response to illegal dumping. b) Temporarily defer non-urgent activities	No
4.	Environmental services (tree enquiries, feral animals, pest enquiries, planting)	Admin	3	2 weeks	Respond to complaints	a) Response to complaints and maintain communications to with customers. b) Redirect to other state departments for assistances, if necessary	Yes
5.	Waste education	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes
6.	Sustainability and climate change	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes
7.	Contaminated sites management plan	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes

**Environmental Health**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Food and water safety (application, routine inspections, complaints)	Admin	1	1 day	Respond to food borne outbreaks	a) Triage and prioritise response to food borne outbreaks. b) Temporarily defer routine inspections and applications c) Request assistance from Department of Health, if necessary	Partial
2.	Noise, hygiene, housing complaints and environmental management (dust, odour, unauthorised discharges, asbestos)	Admin	1	1 day	Respond to complaints of hazardous discharges and asbestos	a) Triage and prioritise response to complaints of hazardous discharges and asbestos. b) Temporarily defer routine inspections c) Request assistance from other government departments	Partial
3.	Public buildings health licensing applications, development and building application referrals	Admin	2	3 days	Ensure that development and building application statutory requirements are met	a) Triage and prioritise development and building application and ensure that statutory requirements are met.	Yes
4.	Mosquito Management	Admin	3	2 weeks	Respond to mosquito complaints and disease notices	a) Triage and prioritise mosquito complaints and disease notices. b) Temporarily suspend routine inspections/monitoring, subject to Department of Health's instructions	Partial
5.	Events management – approvals	Admin	3	2 weeks	Communicate delays to customers	a) Temporarily defer the service	Yes



## Essential Services

### Emergency Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration of 2 x Volunteer Bush Fire Brigades	Admin	1	4 hrs	Attend to emergency purchases and repairs	a) Vehicles – direct support from depot b) Other support - direct contact with other parts of the City	Yes
2.	Management of Local Emergency Management Committee processes	Admin	1	4 hrs	Ensure LEMC/ISG meetings are held during incidents	a) Prioritise LEMC/ISG meetings during incidents b) Temporarily defer routine LEMC meetings;	Yes
3.	Administration of State laws (Bush Fires Act)	Admin	1	4 hrs	Implement total fire bans and harvest & vehicle movement bans, and update fire danger signs	a) Fallback on <ul style="list-style-type: none"> <li>Bush Fire Control Officers, or</li> <li>DFES</li> </ul>	Yes
4.	Incident response	Admin	1	4 hrs	Maintain ability to respond to incidents	a) Fallback on <ul style="list-style-type: none"> <li>Fire Control Officers</li> <li>other LGAs, or</li> <li>DFES</li> </ul>	Yes
5.	Management of Mitigation Activity Fund grant applications and activities	Admin	4	1 month+	Ensure ability to submit application in the next round	a) Temporarily defer the activity b) Focus on preparation the submission for the next round of applications	Yes
6.	Management of Local Emergency Management Arrangements	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer any routine planning or review activities	Yes
7.	Administration of City Local Laws (Bush Fire Brigades)	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer the activity	Yes
8.	Policy development & review	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer the activity	Yes

**Rangers**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Operate animal management facility (incl impounding animals)	Depot	1	4 hours	Attend to animal pickups	a) Share services with other LGAs b) Fallback on local kennels/catteries c) Fallback on rehoming facilities	No
2.	Administer/manage CCTV system	Admin	1	4 hours	Attend to urgent requests to view screens/recordings	a) Fallback on other authorised personnel in the City b) Obtain assistance from CCTV maintenance contractors	No
3.	Administration of City Local and State Laws (parking, thoroughfares, public places & trading; dogs; cats; waste, urban environment and nuisance, fencing; local government property; bee Keeping (rangers in field)	Admin	1	4 hours	Attend to high risk incidents (e.g. dog attacks, livestock wandering, fallen trees on roads, etc.)	a) Triage and attend to high risk incidents b) Call in other teams from the City to assist c) Obtain assistance from other LGAs d) Use casual staff to attend to incidents	No
4.	Support emergency management operations - rangers	Admin	1	4 hours	Provide emergency management support	a) Call in other teams from the City to assist b) Obtain assistance from other LGAs c) Use casual staff to attend to incidents	No
5.	Policy development & review	Admin	4	1 month+	Temporarily defer the service	a) Temporarily defer the service	Yes

**Compliance**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Verge permit inspections	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
2.	Swimming pool safety barrier inspections	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
3.	Extractive industry permits	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
4.	Planning and Building compliance monitoring	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
5.	Management of the City's security contractor	Admin	2	1 week	Remain contactable	a) Fallback on Rangers	Yes
6.	Attend to security incidents (outsourced to Accord Security after hours; rangers during office hours)	Admin	1	4 hours	Remain contactable	a) Fallback on Rangers if after hours b) Assistance from WA Police c) Assistance from other LGAs	No
7.	Support Rates department with property seizure	Admin	4	1 month+	Remain contactable	a) Temporarily defer the activity	Yes
8.	Administration of City Local Laws (Parking; Thoroughfares, Public Places & Trading; Dog; Cat; Waste; Urban Environment and Nuisance; Fencing; Local Government Property; Bee Keeping)	Admin	1	1 Day	Remain contactable	a) Call in Casuals. b) Assistance from other LGAs c) Assistance from WA Police	Yes



**Compliance (continued)**

9.	Administration of State laws (Local Government Act, Planning & Development Act, Caravan Parks and Camping Grounds Act, Building Act, Bushfires Act, Litter Control Act, Road Traffic (Administration) Act)	Admin	1	1 Day	Remain contactable	a) Call in Casuals. b) Assistance from other LGAs c) Assistance from WA Police	Yes
10.	Policy development & review	Admin	4	1 month+	Remain contactable	a) Temporarily defer the activity	Yes



## Planning and Development

### Statutory Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Providing customer service for a wide range of planning enquiries and other internal departments including Property Certificate Enquiries	Admin	2	3 days	Respond to queries on planning/applications	a) Triage and prioritise urgent enquiries on planning/applications. b) Temporarily defer non-urgent enquiries	Yes
2.	Assessing Development Applications and JDAP applications	Admin	2	1 week	Ensure that statutory timelines are met (60 days/90 days turnaround and attend to council reports	a) Triage and prioritise council reports and applications that are close to statutory. b) Temporarily defer JDAP meetings	Yes
3.	Assessing subdivision referrals from the WAPC.	Admin	2	1 week	Ensure that statutory timelines are met (42 days turnaround)	a) Triage and prioritise applications that are close to statutory deadlines. b) Temporarily defer non-urgent applications	Yes
4.	Issuing clearances for subdivisions	Admin	3	2 weeks	Attend to urgent clearances	a) Triage and attend to urgent clearances. b) Temporarily defer other non-urgent clearances	Yes
5.	Local Development Plan Assessment	Admin	3	2 weeks	Attend to urgent assessments	a) Triage and attend to urgent assessments. b) Temporarily defer other non-urgent assessments	Yes
6.	Local Planning Policy preparation and review.	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
7.	Statutory planning based project work	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes



### Environmental Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Assessing development applications from an environmental planning perspective	Admin	2	1 week	Ensure that statutory timelines are met (60 days/90 days turnaround); attend to council reports	a) Triage and prioritise council reports and applications that are close to statutory. b) Temporarily defer JDAP meetings	Yes
2.	Assessing subdivision applications from an environmental planning perspective	Admin	2	1 week	Ensure that statutory timelines are met (42 days turnaround);	a) Triage and prioritise applications that are close to statutory deadlines. b) Temporarily defer non-urgent applications	Yes
3.	Assessing Local Structure Plans and associated Urban Water Management Plans, Bushfire Planning	Admin	3	2 weeks	Attend to urgent clearances	a) Triage and attend to urgent clearances. b) Temporarily defer other non-urgent clearances	Yes
4.	Internal referral and advice on environmental planning matters	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent requests. b) Temporarily defer other non-urgent requests	Yes
5.	Project based work such as the Local Biodiversity Program and Urban Forest Strategy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
6.	Coastal management and protection planning	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

**Environmental Planning (continued)**

7.	Attendance and City advocacy at numerous state and project working groups and forums (i.e. Westport)	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
8.	Range of other work including bush forever and offset management, negotiation with state government.	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

**Strategic Planning**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Assessing Local Structure Plans	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent matters b) Temporarily defer non-urgent matters	Yes
2.	Assessing Local Scheme Amendments and Metropolitan Region Scheme Amendments.	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent matters b) Temporarily defer non-urgent matters	Yes
3.	Developer Contribution Schemes and a range of developer contribution scheme costing and assessment	Admin	3	2 weeks	Attend to urgent enquiries	a) Triage and attend to urgent enquiries b) Temporarily defer non-urgent requests	Yes
4.	Forward Planning - Local Planning Strategy, new Local Planning Scheme and assessing State Government initiatives	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services b) Request for extension, if necessary	Yes
5.	Statistical information, population growth, demographics, housing and economic data about the City	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

**Strategic Planning (continued)**

6.	Strategic Projects such as the Kwinana City Centre Precinct Plan Advice and Residential Subdivision and Design Guidelines	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
7.	Internal referral and advice on strategic and wider planning matters, customer advice	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
8.	Assessing State Government Planning policy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes



## City Infrastructure

## Information Technology

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Applications support	BI	1	1 day	Ensure that critical applications continue to operate	a) Obtain support from vendors/contractors b) Emergency hire	Yes
2.	Application delivery (H/W platform and cloud services)	BI	1	4 hrs	Ensure that critical systems are available	a) Activate IT DRP b) Engage cloud services vendors	Yes
3.	Printing services (incl purchasing, installation, maintenance, etc)	BI	1	4 hrs	Provide on-going ability to print during an incident	a) Emergency procurement b) Relocate equipment	Partial
4.	User support (incl service desk)	BI	1	4 hrs	Provide urgent user support for system access	a) Prioritise urgent user support b) Outsource to service provider c) Use contractors	Partial
5.	Workstations (incl purchasing, installation, maintenance, etc)	BI	1	4 hrs	Provide urgent user support for system access	a) Emergency procurement b) Users relocation c) Reallocate workstations	Partial



### Asset Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administer building access and security	Admin	1	1 day	Maintain ability to provide access to facilities	a) Fallback on security contractor if internal resources not available	Yes
2.	Delivery of major building construction projects	Admin	2	3 days	Respond to builders' requests for current projects	a) Triage and temporarily defer service if project has not started b) For existing projects – need to respond to builders' requests.	Yes
3.	Asset sustainability information	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
4.	Forward works programming	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
5.	Long term planning and funding allocations	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
6.	Management of asset related data	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
7.	Asset valuations	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes





### Engineering Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Development Assessment - provide well planned urban design and public infrastructure for road, transport, drainage, recreation and landscaping	Admin	2	1 week	Respond to developer within regulatory timeframe	a) Triage and prioritise responses that are close to regulatory deadlines b) Postpone response to developer c) Use contractors, if necessary	Yes
2.	Landscape design and construction	Admin	4	1 month+	Remain contactable	a) Negotiate timeframe with Director b) Temporarily defer the service	Yes
3.	Streetscape design and maintenance"	Admin	4	1 month+	Remain contactable	a) Negotiate timeframe with Director b) Temporarily defer the service	Yes



### City Operations

### Facilities Maintenance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Building/property maintenance and repairs	Depot	1	4 hrs	Attend to urgent requests with safety implications	a) Triage and prioritise urgent requests b) Temporarily defer non-urgent requests	No
2.	Cleaning of facilities (public facilities; toilets – contractors at night; internal staff during days an weekends)	Depot	1	1 day	Attend to public toilets	a) Triage and prioritise public toilets b) Use additional contractors c) Temporarily defer non-essential cleaning	No
3.	Inspection (monthly) and repairs of playground equipment	Depot	1	4 hrs	Attend to requests for urgent repairs with safety implications and make safe	a) Triage and prioritise urgent repairs b) Temporarily defer routine inspections	No
4.	Inspection and maintenance of parks furniture	Depot	1	4 hrs	Attend to requests for urgent repairs with safety implications and make safe	a) Triage and prioritise urgent repairs b) Temporarily defer routine inspections	No
5.	Building and parks capital projects and renewal works	Depot	4	1 month+	Defer	a) Temporarily defer the service	No



### Infrastructure Maintenance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Road and kerb maintenance (shouldering, pothole repairs, street sweeping, kerbing repairs)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	a) Triage and prioritise response to critical incidents and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No
2.	Drainage maintenance (cleaning, inspections, repairs, upgrades)	Depot	1	4 hours	Attend to flooding and urgent requests with safety implications	a) Triage and prioritise response to critical flooding and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No
3.	Footpath maintenance (repairs, sweeping, pressure cleaning)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	a) Triage and prioritise response to critical incidents and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No

**Infrastructure Maintenance (continued)**

4.	General maintenance, (Illegal dumping collection, street sign and handrail replacement, traffic counter installation, graffiti removal, bush fire assistance - wheel loader operations.)	Depot	1	4 hours	Attend to emergencies (e.g. bushfire) and urgent requests	a) Triage and prioritise response to emergencies and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No
5.	Streetlight maintenance (repairs caused by vehicle damage, replacement of globes, replacement of batteries)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	a) Triage and prioritise response to critical incidents and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No



## Workshop

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Servicing and repairs of plant, fleet, and equipment	Depot	1	4 hours	Ensure vehicles are compliant	a) Triage and prioritise urgent repairs b) Temporarily defer non-urgent repairs and routine servicing c) Use external servicing centres, if necessary	No
2.	Logistics of vehicles (e.g. reallocation of vehicles, scheduling of maintenance, etc)	Depot	1	1 day	Attend to vehicles needed for emergency/incident response	a) Triage and prioritise vehicles needed for emergency/incident response b) Temporarily defer non-urgent maintenance, etc.	Yes
3.	Registration Renewal (bulk registration – July)	Depot	2	1 week	Ensure registrations are renewed in July	a) Temporarily defer the service if it is not within the July timeframe	Yes
4.	Inspection and Accident Reporting	Depot	3	2 weeks	Ensure details are recorded	a) Record details of the accident and defer lodgement until later, if necessary	Yes
5.	Breakdown Cover	Depot	4	1 month+	Remain contactable	a) Temporarily defer the service b) Use other providers if no cover	Yes
6.	Traffic Infringements	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
7.	Acquisition of Fleet	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
8.	Issuing of Fuel Cards (new cars)	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes

**Administration**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Customer service (internal and external, counter at depot, answer calls/emails, manage requests for service, triage and assign tasks, etc)	Depot	1	4 hours	Attend to urgent request	a) Triage and prioritise urgent tasks b) Temporarily defer non-urgent tasks	Yes
2.	General administration support for City Operations Team	Depot	1	4 hours	Prioritise incident/emergency response support	a) Triage and prioritise incident/emergency response support b) Temporarily defer non-urgent tasks	Yes
3.	Procurement	Depot	2	3 days	Attend to urgent procurement requests; send POs later	a) Triage and prioritise urgent procurement requests b) Temporarily defer issuing of POs	Yes
4.	Process invoices for payment	Depot	2	1 week	Prioritise urgent payments	a) Triage and prioritise urgent payments	Yes

**Parks**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Tree maintenance. (street tree power line clearance, dead wooding pruning, stump removal, tree audits and inspections)	Depot	1	4 hours	Attend to emergencies/incidents with safety implications	a) Triage and prioritise response to emergencies/incidents with safety implications b) Temporarily defer non-urgent/routine maintenance c) Use contractors, if necessary d) Obtain assistance from other LGAs	No
2.	Irrigation maintenance (system testing, repairs, bore redevelopment, meter readings, water monitoring)	Depot	2	3 days	Prioritise irrigation for sports grounds	a) Triage and prioritise irrigation for sports grounds b) Temporarily defer other routine maintenance	No
3.	General parks maintenance, (verge slashing, fencing and bollard repairs, litter pick-up, BBQ cleaning,)	Depot	2	3 days	Attend to urgent/safety matters	a) Triage and prioritise response to urgent/incidents with safety implications b) Temporarily defer non-urgent/routine maintenance	No
4.	Bushland maintenance, (weed control, fencing repairs, litter and illegal dumping pick-up, revegetation planting, slashing/brush cutting, firebreak maintenance)	Depot	2	1 week	Prioritise maintenance of fire breaks (ensure compliance)	a) Triage and prioritise maintenance of fire breaks b) Temporarily defer non-urgent/routine maintenance c) Use contractors, if necessary	No

**Parks (continued)**

5.	Turf maintenance (mowing, renovations, weed and pest control)	Depot	3	2 weeks	Prioritise mowing for sports grounds	a) Triage and prioritise maintenance of sports grounds. b) Temporarily defer other routine maintenance	No
6.	Garden maintenance (landscaping, mulching, pruning, fertilising, litter removal)	Depot	4	1 month+	Remain contactable	a) Temporarily defer the service	No



**Technical**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Preparation of specifications for tenders	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Management and supervision of maintenance contracts	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Subdivision landscape inspections and handovers	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
4.	Project management of small to medium capital works projects	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
5.	Routine Parks and Infrastructure maintenance inspections	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
6.	Strategy development, works master planning and scheduling	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
7.	Risk management and WSH documentation	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes



## City Life

## Community Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	<b>COMMUNITY SAFETY</b> <ul style="list-style-type: none"> <li>- Implement Neighbour Day and associated strategies.</li> <li>- Work closely with Police on programs such as Cuppa with a Cop</li> <li>- Design and implement the Junior Neighbourhood Watch Program</li> <li>- Work with schools to implement the ride to school events.</li> </ul> Implement school engagement programs and community engagement programs	Admin	3	2 weeks	Ensure that community safety engagements continue	a) Triage and prioritise community safety programs. Temporarily defer other services	Yes
2.	<b>HEALTHY LIFESTYLES</b> <ul style="list-style-type: none"> <li>- Identify gaps and trends in public health and implement local strategies to address areas of need</li> </ul> Implement and manage programs to increase public health outcomes for local residents in Kwinana	Admin	4	1 month+	Prioritise programs for vulnerable groups	b) Triage and prioritise programs for vulnerable groups. c) Redirect participants to other providers/other LGAs Temporarily defer other services	Yes

**Community Development (Continued)**

3.	<b>DIVERSITY &amp; INCLUSION</b> <ul style="list-style-type: none"> <li>- Create, manage and implement the Disability Access and Inclusion Plan</li> <li>- Maintain and implement the City's Reconciliation Access Plan</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
4.	<b>CAPACITY BUILDING</b> <ul style="list-style-type: none"> <li>- Support local community groups and clubs to be strong and self-sustaining.</li> <li>- Investigate areas of growth for the City to invest in</li> </ul> Create new initiatives where identified gaps exist	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
5.	<b>CLUB DEVELOPMENT</b> <ul style="list-style-type: none"> <li>- Support local sport and recreation clubs to be strong, healthy, and reflective of the local community.</li> <li>- Apply for associated grants and manage the mechanisms of support offered to the community (Skills boosting workshops etc.)</li> <li>- Contribute to the City's Public Health Plan</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes

**Community Development (Continued)**

6.	<b>ACTIVE TRAVEL</b> <ul style="list-style-type: none"> <li>- Encourage increased use of active travel options for local residents in Kwinana.</li> <li>- Manage and develop the Bike Strategy for the City of Kwinana</li> <li>- Advocate for community health priorities in Kwinana</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
7.	<b>HERITAGE, ARTS &amp; CULTURE</b> <ul style="list-style-type: none"> <li>- Work with developers around the percentage for art developer funds</li> <li>- Provide expert guidance and consultancy to City staff and the wider community around Public Art</li> <li>- Oversee and implement the City's Heritage Strategy</li> <li>- Work in close partnership with teams across the City to ensure that Heritage assets are maintained and valued</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes


**Community Services and Partnership (Youth Zone Space)**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Kwinana Youth Services - Case Management	Zone	1	1 day	Ensure on-going delivery of services to high-risk/vulnerable groups	a) Continue delivery of services at alternate facilities (e.g., library, outdoors)	No
2.	An inclusive Youth Drop-in Centre (e.g. after school, sports, etc.)	Zone	2	3 days	Ensure that drop-in programs are provided	a) Link in with schools to run programs. b) Direct to facilities at other LGAs/clubs c) Organise programs at other facilities	No
3.	Term and holiday Youth Program	Zone	4	1 month+	Remain contactable	a) Temporarily suspend the service	No
4.	Youth Development and Leadership Programs	Zone	4	1 month+	Remain contactable	a) Temporarily suspend the service	No
5.	Sports courts available for hire and casual use	Zone	4	1 month+	Remain contactable	Temporarily suspend the service	No



### Engagement and Place

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Citizenship ceremonies	Admin	2	3 days	Ensure legislative deadlines to delivery citizenship ceremonies are met	a) Prioritise citizenship ceremonies that are coming due. b) Liaise with the Department of Home Affairs to run citizenship ceremonies in alternate formats (e.g., online), if necessary	No
2.	Delivery City-wide engagements	Admin	2	1 week	Comply with statutory deadlines	a) Triage and priorities delivery that are close to statutory deadlines. b) Request for extension c) Defer closing deadlines. d) Temporarily defer other non-urgent activities	Yes
3.	Place – economic and community stakeholder management	Admin	3	2 weeks	Maintain relationships with communities	Temporarily defer the services but remain contactable	Yes
4.	Distribution of grants to communities	Admin	3	2 weeks	Comply with agreed deadlines	a) Triage and prioritise urgent applications. b) Temporarily defer other applications	Yes
5.	Organise and delivery major community events	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes



### Community Facilities and Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Property management of Darius Wells Library & Resource Centre Facility	DWLR C	4	1 day	Notify Tenants and involve property management to reallocate spaces for tenants	Source for and reallocate space for tenants where appropriate and feasible - follow terms of agreement	Yes
2.	Management of all hireable facilities	DWLR C	1	1 day	Communicate with all booking clients within a day	a) Suspend new bookings, if necessary b) Let current bookings continue if facilities are not affected. c) Refund for cancellations, if necessary	Yes
3.	Implementing Community Infrastructure Plan	DWLR C	4	1 month+	Remain contactable	Temporarily defer the service until higher tiers have been actioned	Yes
4.	Project and grant management for community facility projects	DWLR C	4	1 month+	Remain contactable	Temporarily defer the service until higher tiers have been actioned	Yes
5.	Management and operation of Toddler Town Creche and Little Racers Creche	DWLR C/REC	1	1 day	Communicate with parents	Temporarily suspend the service if facilities are not available, process refunds	No
6.	Management and operation of Kwinana Volunteer Centre	DWLR C	3	2 weeks	Remain contactable and inform VIO's of arrangements	Work from home	Yes

**Kwinana Recquatic**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
7.	Customer Service	REC	2	1 week	Provide support to the main administration functions	a) Redirect calls to main administration b) Redirect staff to support the City's main administration functions	Yes
8.	Swim School Program	REC	4	1 month+	Communicate impacts to members	c) Temporarily suspend the service d) Redirect members to other local government recreation centres (e.g. Aquajetty)	No
9.	Sports Stadium and Programs	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
10.	Health and Fitness Facilities (Gym/Group Fitness)	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
11.	Aquatic Programs	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
12.	Swimming Pools (25m Lap pool/Leisure Pool/Hydrotherapy Pool)	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
13.	Promote inclusivity of programs and supplementary services like Creche and Cafe	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No



**Library Services**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Local history research, archival, and collection development	DWLRC	2	1 week	Restore collection	a) If required prioritise the restoration of collection. b) Temporarily suspend all services	No
2.	Information and reference services	DWLRC	2	1 week	Response to calls and emails	a) Redirect calls to Customer Service b) Redeploy staff to support Customer Service	Yes
3.	Coordinate all community programs - literacy and learning, digital literacy,	DWLRC	4	1 month+	Communicate cancellations to community	Temporarily suspend the service	Yes
4.	Deliver outreach services and programs	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham	Yes
5.	Provision of Home Library service	DWLRC	4	1 month+	Provide services to vulnerable groups	a) Triage and prioritise services to vulnerable groups. b) Skip one delivery and resume when library is operational. c) Make arrangements with Rockingham, if necessary	No
6.	Collection development and loans of physical and digital items	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham or Cockburn	
7.	Provide access to tech - Public PC's & printing services	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham	No

**Library (continued)**

8.	JP services	DWLR C	4	1 month+	Redirect clients to alternate providers	a) Direct clients to individual JP service providers or the Rockingham Court house b) Relocate services to an alternate facility	No
9.	Provision of free public meeting spaces	DWLR C	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect members of public to other venues (e.g., community centre)	No

**Retirement Village**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Coordinate reactive and scheduled maintenance and capital works	Village	1	4 hours	Respond to high priority maintenance requests that have safety implications	a) Triage and respond to high priority requests that have safety implications b) Temporarily defer routine maintenance and low priority requests c) Redirect calls to Customer Services or Work Depot, if necessary	Yes
2.	After-hours on call	Village	1	4 hours	Response to emergencies	a) Redirect calls to Rangers or after-hours call centre b) Residents to call '000' c) Assistance from other City personnel	Yes
3.	Provide accommodation	Village	1	1 day	Arrang for alternate accommodation in an emergency	a) Have families "take back" and temporarily accommodate residents b) Temporarily accommodate residents in hotels	No
4.	Management and administration of the properties (incl. wait list, sales, on-boarding and vacating, tenancy agreements, etc.)	Village	2	2 weeks	Prioritise vacating and selling/releasing of villas and units	c) Triage and prioritise activities related to vacating and selling/releasing of villas and units d) Temporarily defer other non-time sensitive activities e) Assistance from other City personnel	Yes



Retirement Village (Continued)

5.	Contractor management	Village	2	2 weeks	Oversee work/quality of services	a) Triage and prioritise monitoring of work undertaken by contractors b) Assistance from other City personnel c) Extend contracts, if necessary d) Use other contractors	Yes
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**Kooliny Art Centre**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Centre presented shows (internal)	Koorliny	4	1 month	Minimise financial loss  Ensure ongoing communication and remain contactable	a) Temporarily defer the service	Partial
2.	External hires	Koorliny	4	1 month	Minimise financial loss  Manage relationship with external providers  Ensure ongoing communication and remain contactable	a) Temporarily defer the service b) Source alternate venue/s for hirers if appropriate	Partial
3.	Contracted shows (external)	Koorliny	3	2 weeks	Minimise financial loss  Manage relationship with external providers  Ensure ongoing communication and remain contactable	a) Temporarily defer the service b) Source alternate venue and/or date where appropriate	Partial
4.	Centre facilitated workshops/programs	Koorliny	4	1 month	Minimise financial loss  Ensure ongoing communication and remain contactable	a) Temporarily defer the service b) Source alternate venue/s where appropriate	Partial



## Office of the CEO

## Customer and Communications

## Customer Service

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Customer enquiries (incl counter, phone, email, social media)	Admin	1	4 hours	Prioritise phone enquiries	a) Redirect calls to Oracle b) Activate message box c) Use prerecorded message d) Direct customers to online self-service	Partial
2.	After hours call centre contact management	Admin	1	4 hours	Ensure after-hours calls are responded to	a) Redirect task to Compliance (City Assist) b) Redirect calls to Oracle	Yes
3.	Update Customer Knowledgebase	Admin	1	1 day	Prioritise updating of crisis related information	a) Update crisis related information b) Temporarily defer updates of other content	Yes
4.	Cash Handling and Cash in Transit Contract Management	Admin	1	1 day	Redirect customers to online payment or other avenues	a) Suspend over the counter cash transactions b) Direct customers to online payment c) Direct customers to pay at post office/other avenues	No
5.	Australia Post/Delivery Management	Admin	2	2 weeks	Communicate with Australia Post to hold or redirect mail	a) Advise Australia Post to hold the mail or deliver to an alternate address (e.g. library) b) Assign the task to another team, if necessary	No

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**Customer Service (Continued)**

6.	Rate It (Customer Satisfaction) Management	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
7.	Review Customer Standards/Charter	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
8.	Customer Experience Training/Induction	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
9.	Front Counter Display/Set-Up	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	No
10.	Visitor Access Management (SINE)	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
11.	Property Certificates requests	Admin	4	1 month+	Redirect to Planning	Redirect work to Planning to coordinate	Yes



### Marketing and Communications

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Social Media Management	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
2.	Website Management	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
3.	Speeches, Copywriting/Editing	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
4.	Marketing and Communications Planning (Campaigns)	Admin	1	1 day	Continue to support existing campaigns	a) Triage and prioritise existing campaigns b) Temporarily defer campaigns that have not started	Yes
5.	Media management (incl releases, enquiries, monitoring)	Admin	1	1 day	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
6.	Internal Communications (Town Hall, CEO Update)	Admin	1	1 day	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes



**Marketing and Communications (continued)**

7.	Advertising (Advertorial and Public Notices)	Admin	2	1 week	Prioritise public notices with legislative requirements	a) Triage and prioritise public notices with legislative requirements b) Temporarily suspend other advertising	Yes
8.	Graphic design/brand management/printing	Admin	2	1 week	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Outsource the work to an external provider, if necessary	Yes
9.	Photography/Videography	Admin	2	1 week	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Outsource the work to an external provider, if necessary	Yes
10.	Intranet Management	Admin	3	2 weeks	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Broadcast information via email	Yes
11.	Community Newsletter (Spirit)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes
12.	Digital Marketing (SEO, SEM, AdWords)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes
13.	EDM's (What's On and eSpirit)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes



## Finance

### Contracts and Procurement

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration and Compliance	Admin	2	3 days	Support emergency procurement process and contract management	a) Triage and prioritise support for emergency procurement and contract management b) Temporarily defer non-urgent procurement	Yes
2.	Contract Management	Admin	2	3 days	Focus on high risk/high value/high impact contracts	a) Triage and prioritise high risk/high value/high impact contracts b) Extend, suspend or terminate contracts, as necessary	Yes
3.	Sourcing	Admin	2	1 week	Focus on high risk/high value contracts	a) Triage and prioritise high risk/high value contracts b) Temporarily defer other contracts c) Fallback on emergency expenditure policy, if necessary	Yes
4.	Procurement planning	Admin	3	2 weeks	Focus on high risk/high value contracts	a) Triage and prioritise high risk/high value contracts b) Temporarily defer other contracts c) Fallback on emergency expenditure policy, if necessary	Yes
5.	Training	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
6.	Strategic Planning & Improvements	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes

**Rates**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Receipting of rates	Admin	2	1 week	Ensure ability of receive payments online during critical period (July/Aug)	a) Prioritise resumption of online receipting of rates during critical period in July and August b) Direct customers to pay on-line if cash receipting is not possible	Yes
2.	Issuing rates notices and attending to queries	Admin	3	2 weeks	Ensure ability to issue rate notices during critical period (July)	a) Triage and prioritise issuance of rate notices during critical period in July. b) Temporarily defer attending to non-urgent queries	Yes
3.	Other rates administration function (incl change of ownership, managing pensioners and senior rebates, rates exemptions)		3	2 weeks	Prioritise change of ownership, defer others	a) Triage and prioritise services related to change of ownership. b) Temporarily defer other non-urgent/non-time sensitive services	Yes
4.	Managing of rates debtors	Admin	4	1 month	Remain contactable	a) Temporarily defer the service and follow up on outstanding payments when practicable	Yes

**Finance**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Payment of suppliers (incl payroll)	Admin	1	1 day	Ensure that payroll and payments related to emergency response are made on time	a) Triage and prioritise payment of payroll if close to pay day and payments related to emergency response b) Maintain payments schedule per terms of agreement with suppliers	Yes
2.	Administer insurance portfolio	Admin	1	1 day	Notify insurer of claims	a) Triage and prioritise filing of claims related to the incident/emergency b) Maintain inventory of loss	Yes
3.	Managing sundry debtors	Admin	3	2 weeks	Prioritise high value invoices	a) Triage and prioritise high value invoices b) Temporarily defer actions on lower value invoices	Yes
4.	Budget Preparations including reviewing of budget, Fees and charges	Admin	4	1 month	Ensure legislative deadlines are met	a) Triage and prioritise actions based on legislative deadlines are coming due b) Request for extension c) Temporarily defer other non-urgent/non-time sensitive activities	Yes
5.	Long term Financial Planning	Admin	4	1 month	Remain contactable	a) Temporarily defer the service	

**Finance (Continued)**

6.	Monthly Financial Reports	Admin	4	1 month	Ensure legislative deadlines are met	a) Triage and prioritise actions based on legislative deadlines are coming due b) Notify ATO of delay and request for extension c) Temporarily defer other non-urgent/non-time sensitive activities	
7.	Investment management	Admin	4	1 month	Ensure delegations are signed off and inform banks of renewals	a) Place funds in call account b) Inform banks of renewals	
8.	Fringe Benefit Tax	Admin	4	1 month	Inform ATO of delays	a) Temporarily defer the service b) Inform ATO of delays	
9.	Annual financial statement preparation	Admin	4	1 month	Ensure legislative deadlines are met (Sept)	a) Triage and prioritise actions based on legislative deadlines are coming due b) Request for extension	



## Governance and Legal

### Governance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Local Elections	Admin	1	1 day	Ensure that polling takes place in accordance with legislation	a) Change polling place b) Fallback on AEC	No
2.	Legislative Advice	Admin	1	1 day	Attend to advice related to the incident/emergency	a) Triage and prioritise urgent requests b) Use external lawyers c) Temporarily non-urgent requests	Yes
3.	Property Management and Leasing	Admin	1	1 day	Attend to critical/urgent property management issues	a) Triage and prioritise urgent matters b) Obtain external advice c) Temporarily defer non-urgent matters and lease extensions	Yes
4.	Delegations and authorisations	Admin	2	3 days	Ensure emergency delegations and authorisations are processed	a) Triage and prioritise emergency delegation and authorisation b) Temporarily defer routine reviews	Yes
5.	Land Administration (provide advice internally)	Admin	2	1 week	Prioritise critical matters related to the incident/emergency	a) Triage and prioritise critical matters related to the incident/emergency b) Seek external advice from Landgate, and/or external lawyers	Yes
6.	Provide Support to Elected Members and Independent Committee Members	Admin	3	2 weeks	Prioritise critical needs	a) Triage and prioritise support for critical needs b) Direct Members to contact IT directly for IT issues	Yes

Business Continuity Plan

**Governance (Continued)**

7.	Primary and Annual Returns (and Registers)	Admin	3	2 weeks	Ensure that legislative requirements/deadlines are met	a) Triage and prioritise returns that are close to legislative deadlines b) Temporarily defer others, if possible	Yes
8.	Update Declaration of Gifts (and Registers) on website	Admin	3	2 weeks	Ensure that legislative requirements/deadlines are met	a) Triage and prioritise updates that are close to legislative deadlines b) Temporarily defer others, if possible	Yes
9.	Support and Training Attain	Admin	3	2 weeks	Remain contactable	a) Paper base forms b) Issue work instructions c) Teams training sessions	Yes
10.	Meetings of Council (OCM and Committees)	Admin	4	1 month+	Attend to urgent items that need to be tabled	d) Temporarily defer meetings e) Conduct remote (online) meetings	Yes
11.	Policies	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
12.	Local Laws (drafting, reviewing, etc.)	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
13.	Compliance Calendar	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
14.	Internal Auditing (reg 17 and internal)	Admin	4	1 month+	Prioritise Reg 17 audit	a) Triage and prioritise Reg 17 audits b) Temporarily defer internal audit	Yes
15.	Business Continuity	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
16.	Strategic Community Plan	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
17.	Corporate Business Plan	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
18.	Team Business Planning	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes

Business Continuity Plan

**Legal**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Legal Documents and advice	Admin	1	1 day	Provide advice related to the incident/emergency	a) Triage and prioritise urgent matters b) Use external lawyers c) Temporarily defer non-urgent matters	Yes

**Risk Management**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Policy and Strategy	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
2.	Support and Training CAMMS Risk	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
3.	Reporting	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes





### Information Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	External and Internal Mail (emails and hard copy)	Admin	2	3 days	Ensure mails are distributed	a) Provide hardcopies (if unable to scan) b) Redirect work to other Admin staff	No
2.	FOI Applications	Admin	2	3 days	Respond to FOIs	Respond to FOIs within legislative timeframes	Yes
3.	Research and Officer Assistance	Admin	3	2 weeks	Attend to urgent requests	a) Triage and prioritise urgent requests. b) Temporarily defer non-urgent requests	Yes
4.	Information Statement	Admin	3	2 weeks	Remain contactable	Temporarily defer the activity	Yes
5.	Record Keeping Plan	Admin	3	2 weeks	Remain contactable	Temporarily defer the activity	Yes
6.	Induction of new employees to records management	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
7.	Ongoing system and records training	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
8.	Manage EDRMS	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
9.	Digitising (including historical building permits), archiving and destructions (paper and electronic)	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	No

## Human Resources



## Human Resource Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Recruitment (incl labour/agency hire)	BI	3	2 weeks	Prioritise existing recruitment activities already gone out to market	a) Triage and prioritise existing recruitment activities already gone out to market b) Use labour hire agencies c) Temporarily defer non-urgent hires	Yes
2.	General enquires (e.g. entitlements, leave, policies, roles, etc.)	BI	3	2 weeks	Attend to urgent enquiries	a) Triage and attend to urgent enquiries b) Direct to online resources	Yes
3.	Uniforms	BI	4	1 month+	Remain contactable	Temporarily defer the function	No
4.	Maternity Leave	BI	4	1 month+	Remain contactable	Temporarily defer the function	Yes
5.	Probation	BI	4	1 month+	Prioritise probations that are coming to an end	Temporarily extend the period of probation	Yes

**Payroll**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Payroll processing (pay run 3 days prior to payment date)	BI	1	4 hours	Ensure payroll is paid on time	a) Pay on the basis of last pay run and reconcile later	Yes
2.	Payroll Administration	BI	2	1 week	Prioritise payout requirements	a) Triage and prioritise payout requirements b) Direct staff to online resources c) Process back pay when online, if necessary	Yes
3.	Update OneCouncil modules - Payroll, HRP, Talent & Succession	BI	3	2 weeks	Prioritise payroll data and HRP	a) Triage and prioritise payroll data and HRP b) Temporarily defer other updates c) Capture the data manually for later input, if necessary	Yes
4.	Payroll enquiries	BI	3	2 weeks	Prioritise enquiries regarding leave	a) Triage and prioritise enquiries related to leave b) Direct staff to online resources	Yes



### Health, Safety, and Injury Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	WHS - including reporting of incident & Hazards	BI	1	1 day	Ensure trauma counselling is provided if necessary	a) Triage incidents/hazards and prioritise corrective actions related to staff wellbeing b) Temporarily defer other non-urgent service	Yes
2.	Workers' compensation	BI	1	1 day	Ensure insurer receives submission within 2 days of receipt of report	a) Triage and prioritise submissions that are coming due	Yes

### Human Resource Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Training/Study	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Staff Development	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Celebration and Recognition	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
4.	Health and well-being programs	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes

**Strategic**

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Workforce Planning	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Organisational Development	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Employee & Industrial Relations	BI	4	1 month+	Ensure that legislative requirements are met (e.g. attend court)	a) Triage and prioritise matters that must meet legislative requirements/deadlines b) Temporarily defer other services	Partial
4.	Grievance Management	BI	4	1 month+	Maintain communications with complaint	a) Triage complaints and prioritise urgent matters. b) Temporarily defer non-urgent matters	Yes
5.	Position Classification	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes

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### Economic Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Work with Councillors and Executive on Advocacy Priorities/Prepare and support Advocacy Programs	Admin	2	1 week	Attend to high priority/time critical projects	a) Triage and prioritise high priority/time critical projects. b) Fallback on subject matters experts c) Use contractors;	Yes
2.	Advice and support to business (direct to customers)	Admin	2	3 days	Attend to urgent enquiries during emergencies	a) Triage and prioritise urgent enquiries during emergencies. b) Share work with other teams (Stat Planning, Environ Health, Building, etc)	Yes
3.	Business Support Programs (training)	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
4.	Economic Development Strategy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
5.	Administer Small Business Grants Program	Admin	4	1 month+	Maintain communication with applicants/public	a) Temporarily defer the service	Yes
6.	Internal referral and advice on economic development matters	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
7.	City Property development and feasibility studies	Admin	4	1 month+	Attend to existing projects, if possible	a) Temporarily defer projects that have not started	Yes

# Business Continuity Plan

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## GLOSSARY

Term	Definition
Business continuity	Capability of the City to continue to delivery products or services within acceptable timeframes at predefined capacity during a disruption
Business continuity management	Process of implementing and maintaining business continuity
Business continuity management program	Ongoing management and governance process supported by top management and appropriately resourced to implement and maintain business continuity management
Business continuity plan	Documented information that guides the City to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives
Business impact analysis	Process of analysing the impact over time of a disruption on the City and establishing the prioritise for the recovery products and services
Crisis	An unprecedented or extraordinary event or situation that threatens the reputation and integrity of the City and requires a strategic, adaptive and timely response from top management.
Local Business Continuity Plan	Operational response plans used by business areas to guide the recovery and resumption of prioritised services during a disruption.
Maximum Tolerable Period of Disruption	Maximum amount of time that a service may be disrupted before the impacts become intolerable to the City.
Recovery Time Objective	The time within which a service/function must be recovered/restored following a disruption

## ABBREVIATIONS

Term	Definition
ARC	Audit and Risk Committee
BAU	Business-as-usual
BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CMP	Crisis Management Plan
CMT	Crisis Management Team
IT	Information Technology
LBCP	Local Business Continuity Plan
MTPD	Maximum Tolerable Period of Disruption
PIR	Post-incident review
RTO	Recovery Time Objective

## INTRODUCTION

### Purpose

The purpose of the Business Continuity Plan (BCP) is to set out the principles to be followed, actions to be taken and resources to be used for the initial response, continuity of priority services and activities and long-term recovery in the event of a prolonged disruption impacting the City of Kwinana (the City).

This plan provides a process that facilitates organised decision-making in the event of a major incident that might otherwise be quite chaotic. However, the plan is not intended to be a complete, step-by-step, how-to-do-it manual since each incident is unique, with varying levels of threats and business impact. It suggests actions to be taken and provides guidelines in managing a major incident. Real life decisions for reacting to a major incident must be guided ultimately by the sound judgement and discretion of involved managers and staff.

This plan may be triggered by an incident or impending emergency that could significantly disrupt priority services and/or threaten the safety of employees, contractors, and customers.

### Objectives

The objectives of the BCP are to:

- Safeguard the health and safety of employees, contractors, and customers during and after a disruptive event,
- Minimise and prevent further damage to the City's property and other assets,
- Minimise any potential operational, reputational, financial, and legal/compliance impacts on the City, rate payers and other stakeholders resulting from a disruption,
- Ensure the continuity and resumption of priority services and business functions within pre-established timeframes and service levels following a disruption,
- Meet the relevant compliance/regulatory requirements on business continuity.

## Scope

The scope of the BCP covers arrangements for responding to and recovering from a disruptive event impacting the City's prioritised services and functions covering business areas in the following Directorates:

- City Life
- City Development and Sustainability
- City Infrastructure
- Office of the CEO

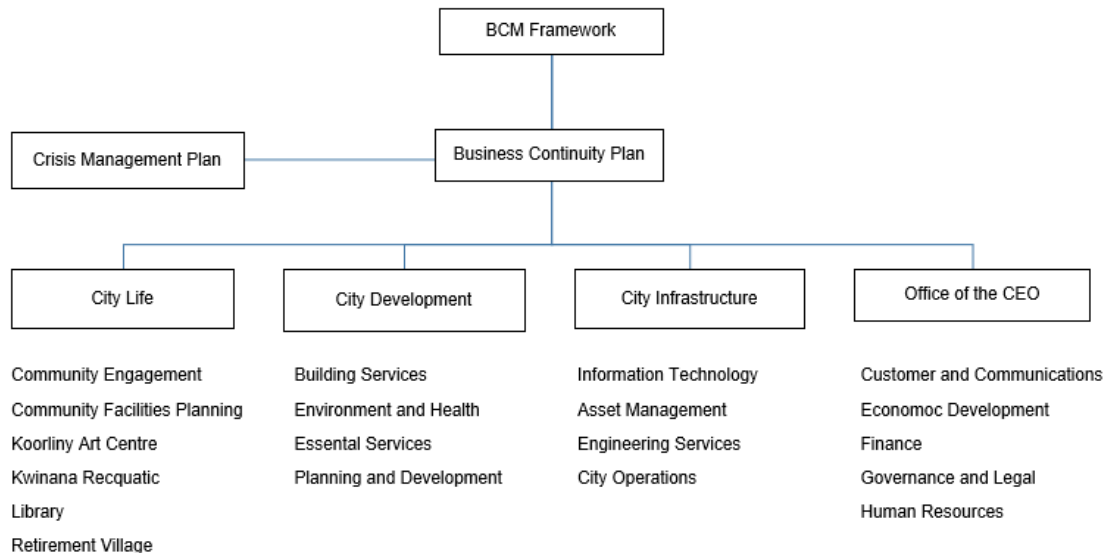
The following are excluded from the scope of the BCP:

- Procedures for dealing with day-to-day operational problems and short-term disruptions (such as those caused by equipment malfunction, temporary system outage or utility disruption)
- Technical procedure for dealing with systems and network outage. These are addressed in the IT Disaster Recovery Plan
- Procedures for dealing with safety issues or emergencies (such as fires, bomb threats, evacuation, etc.). These are dealt with in the City's Emergency Management Plans
- Disasters (such as major storms, wide-spread flooding, etc.) impacting the community that are under the purview of the Local Emergency Management Arrangements

## Related documentation

This BCP is supplemented by the following (see Figure 1):

- Local Business Continuity Plans (LBCPs) containing the response plans for guiding business continuity actions of the respective Directorates and business areas. The number of LBCPs required within each Directorate is dependent on the size and complexity of the Directorate. Smaller Directorates may have all their LBCPs consolidated into one document,
- A Crisis Management Plan (CMP) that provides guidance to the Executive-level Crisis Management Team (CMT) that is responsible for controlling and coordinating the City's response to an Incident Level 3 crisis.



*Figure 1 Business Continuity Documentation Hierarchy*

The BCP, LBCPs and CMP collectively form part of the City's framework for responding to emergencies and service disruptions consisting of the following documents:

- Risk Management Strategy
- Business Continuity Management Framework
- IT Disaster Recovery Plan
- Local Emergency Management Arrangements

## Distribution and Access

The BCP is intended to be used and referenced by:

- members of the Executive
- members of the Crisis Management Team
- business area managers responsible for overseeing execution of the LBCPs.

All holders of the BCP and LBCPs should have access to the documents at their regular place of work and off-site (i.e., at home or via remote access). Electronic copies of the documents are saved centrally within the City's Record Keeping System (CM9)>CORP84.

Due to the sensitive nature of the information contained in the BCP and LBCPs, distribution of the plan to external parties will only be made on a restricted basis and with the approval of the CEO.

## **Plan review and maintenance**

The BCP, LBCPs and all associated documents are to be reviewed and updated annually from the date of publication/date of last review as part of the annual maintenance process. In addition, the BCP documentation is to be updated or revised when there are significant organisational or procedural changes or following the activation of the plan in response to an actual incident.

De-briefing must be held after every exercise or incident that leads to the activation of the BCP. Actions taken, and decisions made during the incident and documented procedures in the BCP should be evaluated for their effectiveness.

The Manager Governance and Legal is responsible for the on-going maintenance of the BCP.

Business area managers with each Directorate are responsible for the on-going maintenance of their respective LBCPs.

## **Training and Exercising**

The Manager Governance and Legal is responsible for developing and coordinating the delivery of business continuity training and exercise programs at planned intervals.

Business area managers are responsible for ensuring that their staff members participate in the training and exercise programs. At minimum, at least one exercise should be conducted annually.

## PRIORITISATION OF SERVICES

A Strategic Business Impact Analysis (BIA) was conducted with the Executive to:

- Assess the business impacts of disruption to services and determine the “maximum tolerable period of disruption” (MTPD),
- Identify high level recovery strategies for responding to service disruptions.

Findings from the Strategic BIA are presented in the ‘City of Kwinana Strategic Business Impact Analysis Report’

MTPD refers to the time within which a service or business function must be resumed following a disruption. It is measured from the time a disruption occurs to the time when the service or business function becomes operational again. The MTPDs provided the basis for Directorates and business areas to establish the Recovery Time Objectives (RTOs) for their prioritised services and identify recovery strategies, resource requirements and business continuity procedures.

RTO refers to the time within which a service/function must be recovered/restored following a disruption. These are grouped into 4 tiers in order of priority as follows:

Tier	Timeframe	Approach
<b>Tier 1</b>	RTO of 1 day or less	All available resources should be directed to recover these services quickly
<b>Tier 2</b>	RTO of more than 1 day and up to 1 week	Services must be recovered as soon as Tier 1 services have been restored
<b>Tier 3</b>	RTO of more than 1 week and up to 1 month	Services may be recovered when resources are available after Tier 1 and 2 services are restored
<b>Tier 4</b>	RTO of 1 month or more	Services may be suspended, and resources diverted to support higher Tier services

*Figure 2 Priorities for Recovery*

A consolidated list of priority services and business functions across all business areas is presented in Annex 1.



## RECOVERY STRATEGIES

### Operating principles

Each Directorate and business area have identified and documented appropriate recovery strategies and solutions for various loss scenarios based on the following operating principles:

#### Pandemic

- In the event of a government declared restriction to movements or lockdown and need for social distancing:
  - relocate staff to work from home (WFH)
  - maintain business-as-usual (BAU) as much as possible and practicable.
- If it is not possible or practicable to maintain BAU (e.g., due to insufficient personnel, ICT resource constraints, limited timeframes, etc.), each business area should give precedence to high priority (i.e., Tier 1 and 2) services. Lower priority services may be deferred or suspended.
- If WFH is not a viable option (e.g., due to operational constraints, technical limitations, compliance/regulatory issues, etc.) and staff members are required to work on-site, appropriate work, health, and safety measures (e.g., social distancing, use of PPE, etc.) should be implemented per the Pandemic Plan.

#### Loss of access to premise

##### Primary recovery strategy

- In the event of a loss of access to a City's premise, the primary recovery strategy is to:
  - Relocate staff to WFH and
  - Maintain BAU as much as possible and practicable.
- If it is not possible or practicable to maintain BAU (e.g., due to insufficient personnel, ICT resource constraints, limited timeframes, etc.), each business area should give precedence to high priority services as determined in the BIA. Low priority services may be deferred or temporarily suspended.

#### Alternate recovery strategies

- If WFH is not a viable option (e.g., due to operational constraints, compliance/regulatory issues, work, health, and safety concerns, etc.), the alternate recovery strategies may involve relocating priority services to:
  - an alternate site and/or
  - the premises of other government departments/agencies where prearrangements have been made and determined to be technically and operational viable.
- Precedence will be given to high priority services as determined in the BIA. Low priority services may be deferred or temporarily suspended.
- Facilities within the City that could be used as alternate sites include:
  - Administrative Building
  - Depot
  - Business Incubator
  - Darius Wells Library and Resource Centre
  - Youth Zone Space
  - John Wellard Community Centre
  - William Bertram Community Centre
  - [Margaret Fielman Building](#)
  - [Koorliny Art Centre](#)

#### **Non-availability of key personnel**

- Business areas are to develop contingency measures to mitigate the loss of, or prolonged absence of, key personnel to ensure continuity of priority services.
- Mitigation measures may include (but not limited to):
  - Redeploying appropriately skilled personnel from within or outside the Division
  - Cross-training personnel to undertake the work
  - Identifying appropriately skilled backups for key positions beforehand
  - Outsourcing the work to an external provider
  - Developing a pool of appropriately skilled personnel who may be rostered to perform the work.

#### **Non-availability of ICT services**

- ICT will have its own Disaster Recovery Plan (DRP) for restoring ICT services in the event of disruption to systems and/or networks.
- Business units are to identify the applications that they are dependent on and develop workaround processes for dealing with disruptions to these applications to ensure continuity of priority services.

### **Non-availability of key suppliers**

- Business units are to develop contingency measures to mitigate the loss of key suppliers/service providers and disruption to supply chains to ensure continuity of priority services.
- Mitigation measures may include (but not limited to):
  - Maintaining contingency supplies for short term disruption
  - Identifying alternate suppliers/providers
  - Collaborate with key partners/suppliers/providers on business continuity planning
  - Ensuring that business continuity commitments of suppliers/providers are included in the contracts/service level agreements

Details on each Directorate/business area's recovery strategies are presented in the respective LBCPs.

## RESPONSE STRUCTURE

The City's response structure consists of:

### **Crisis Management Team**

The Crisis Management Team (CMT) is responsible for providing oversight of the incident, overseeing the broader strategic and reputational implications of the crisis, coordinating decision making and communications, and providing any necessary support and resources to the Directorates and business areas when the CMP is activated. Detailed roles and responsibilities of the CMT are outlined in the CMP.

### **Business Recovery Teams**

BRTs are responsible for coordinating recovery efforts with guidance and support from the CMT within the respective Directorates/business areas when the BCP is activated. The key tasks of BCTs are:

- Assess the impact of the incident on the City,
- Oversee the resumption of priority services and activities of the business area,
- Coordinate deployment of internal and external resources required to support service resumption and recovery,
- Report to their respective Directors and keep them apprised of recovery status,
- Carry out post-incident review to identify lessons learned and areas for improvement.

Detailed actions of the BRTs are presented in the Local Business Continuity Plans (LBCPs) of the respective Directorates/business areas.

### **Notification and Escalation**

The notification and escalation process provides a uniform means of interpreting and assessing the severity of an incident (using the prescribed incident classification), and based on that assessment, to determine if notification should be escalated to a higher level of authority at the City.

The purpose of notification and escalation process is to ensure that,

- there is uniformed criteria for assessing and classifying the severity of an incident and activating the BCP,
- relevant stakeholders are informed in an orderly and timely manner,
- the correct level of management/authority and personnel are assigned to manage the incident.

The three levels of notification and escalation are:

- Level 1 – Routine
- Level 2- Significant
- Level 3 – Critical

Further details of the notification and escalation levels are presented in the CMP.

## **Business Continuity Plan Activation**

There are a wide range of issues or incidents that may arise at the City, ranging from minor day-to-day operational problems that have minimal impact on overall service delivery to a crisis that could endanger the safety of people and/or lead to prolonged disruption to priority services.

Day-to-day operational problems that may cause minor inconvenience or temporary delays to service delivery are managed by the managers of the impacted area using routine procedures without any need for further escalation. If the situation cannot be resolved using routine procedures or requires a coordinated response with other business areas, the Director of the impact area will then assume responsibility for managing the incident.

The CMT authorises the activation of the BCP at the Crisis level of notification and escalation when an incident disrupts, or threatens to disrupt, all or a significant number of priority services for an extended period. Examples of incidents that could lead to the activation of the BCP include (but not limited to):

- Fire, flood or explosion causing considerable damage to buildings and/or infrastructure, and rendering part of or all the Shire's facilities inaccessible or unusable,
- Prolonged loss of utilities, such as water or electricity supply, to the site,
- Government imposed restrictions to movement due to a pandemic,
- Cyberattack that disables the Shire's systems for days,
- Security or criminal incident resulting in denial of access to the Shire's facilities,
- Above normal levels of staff absenteeism resulting from illness, severe weather, bush fires, etc.

Further details of the plan activation process can be found in the CMP.

## **Standing down**

Depending on the nature of the incident, the CMT Chair may stand-down the BRTs when:

- operations at the impacted business areas/facilities have returned to their BAU state or an agreed minimal level of service has been reached following an emergency or disruption, or

- business continuity may transition into a longer recovery phase which could last for weeks or even months.

Business areas managers are to ensure that post-incident reviews are carried out after every BCP activation.

## ANNEX 1 CONSOLIDATED LIST OF PRIORITY SERVICES

The tables below summarise the recovery priorities based on the Recovery Time Objective (RTO) for each service/function. These are grouped into 4 Tiers as follows:

RTO	Tier	Approach
1 day or less	1	All available resources should be directed to recover these services quickly
Up to 1 week	2	Services must be recovered as soon as Tier 1 services have been restored
Up to 2 weeks	3	Services may be recovered when resources are available after Tier 1 and 2 services are restore
2 weeks to 1 month+	4	Services may be temporarily suspended, and resources diverted to support higher Tier services

Key:

- **LOCATION** – place where service/function is located (Admin – Administration Building).
- **MBCO** – Minimum Business Continuity Objectives: the minimum level of service that is to be provided when the service/function is resumed.
- **RTO** – Recovery Time Objective: the time within which a service/function must be recovered/restored following a disruption.
- **WFH** – Work from Home: whether the service/function can be undertaken from home (Yes, No or Partial – some parts of work cannot be done from home, e.g., field work).



## City Development and Sustainability

### Building Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Management of building & construction legislated approval and compliance.	Admin	2	3 days	Process certified applications that are coming due	a) Triage – certified and non-certified application: prioritise certified applications, swimming pools, then uncertified applications b) Use external contractors. c) Obtain assistance from other LGAs	Yes
2.	Management and administration of the State government mandated swimming pool safety barrier inspection program.	Admin	2	3 days	Ensure overdue inspections for swimming pools are carried out	a) Triage and prioritise swimming pools that are overdue for inspection. b) Use external contractors. c) Obtain assistance from other LGAs	Yes
3.	Provision of information relating to building and construction to industry, internal and external stakeholders	Admin	2	1 week	Prioritise internal (part of application workflow)	a) Prioritise internal (part of application workflow) b) Generic info – direct customers to other LGAs or external contractors	Yes
4.	Provision of information relating to property certificates	Admin	2	1 week	Provide internal comments to Customer Service	a) Use another internal team	Yes
5.	Management and administration of building compliance within the City's jurisdiction	Admin	2	1 week	Respond to urgent safety issues	a) Use Compliance team. b) Use external contractors. c) Obtain assistance from other LGAs	Yes

## Environment and Health

### Environment and Waste

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration and waste contract management	Admin	1	1 day	Response to complaints from customers and advice customers of delays in waste collection	a) Triage and prioritise response to complaints and payments as required. b) Temporarily defer other non-urgent activities	Yes
2.	Waste services - bulk and verge side	Admin	3	2 weeks	Communicate delays to customers	a) Contractors to activate their own BCPs, if necessary (ensures that BCP requirements are built into contractual agreements) b) Use alternate contractors. c) Reschedule collections extend collection hours	Yes
3.	Litter and illegal dumping	Admin	3	2 weeks	Response to high risk illegal dumping	a) Assess the risk and prioritise response to illegal dumping. b) Temporarily defer non-urgent activities	No
4.	Environmental services (tree enquiries, feral animals, pest enquiries, planting)	Admin	3	2 weeks	Respond to complaints	a) Response to complaints and maintain communications to with customers. b) Redirect to other state departments for assistances, if necessary	Yes
5.	Waste education	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes
6.	Sustainability and climate change	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes
7.	Contaminated sites management plan	Admin	4	1 month+	Remain contactable	a) Temporarily suspend the service	Yes

## Environmental Health

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Food and water safety (application, routine inspections, complaints)	Admin	1	1 day	Respond to food borne outbreaks	a) Triage and prioritise response to food borne outbreaks. b) Temporarily defer routine inspections and applications c) Request assistance from Department of Health, if necessary	Partial
2.	Noise, hygiene, housing complaints and environmental management (dust, odour, unauthorised discharges, asbestos)	Admin	1	1 day	Respond to complaints of hazardous discharges and asbestos	a) Triage and prioritise response to complaints of hazardous discharges and asbestos. b) Temporarily defer routine inspections c) Request assistance from other government departments	Partial
3.	Public buildings health licensing applications, development and building application referrals	Admin	2	3 days	Ensure that development and building application statutory requirements are met	a) Triage and prioritise development and building application and ensure that statutory requirements are met.	Yes
4.	Mosquito Management	Admin	3	2 weeks	Respond to mosquito complaints and disease notices	a) Triage and prioritise mosquito complaints and disease notices. b) Temporarily suspend routine inspections/monitoring, subject to Department of Health's instructions	Partial
5.	Events management – approvals	Admin	3	2 weeks	Communicate delays to customers	a) Temporarily defer the service	Yes

## Essential Services

### Emergency Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration of 2 x Volunteer Bush Fire Brigades	Admin	1	4 hrs	Attend to emergency purchases and repairs	a) Vehicles – direct support from depot b) Other support - direct contact with other parts of the City	Yes
2.	Management of Local Emergency Management Committee processes	Admin	1	4 hrs	Ensure LEMC/ISG meetings are held during incidents	a) Prioritise LEMC/ISG meetings during incidents b) Temporarily defer routine LEMC meetings;	Yes
3.	Administration of State laws (Bush Fires Act)	Admin	1	4 hrs	Implement total fire bans and harvest & vehicle movement bans, and update fire danger signs	a) Fallback on <ul style="list-style-type: none"> <li>Bush Fire Control Officers, or</li> <li>DFES</li> </ul>	Yes
4.	Incident response	Admin	1	4 hrs	Maintain ability to respond to incidents	a) Fallback on <ul style="list-style-type: none"> <li>Fire Control Officers</li> <li>other LGAs, or</li> <li>DFES</li> </ul>	Yes
5.	Management of Mitigation Activity Fund grant applications and activities	Admin	4	1 month+	Ensure ability to submit application in the next round	a) Temporarily defer the activity b) Focus on preparation the submission for the next round of applications	Yes
6.	Management of Local Emergency Management Arrangements	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer any routine planning or review activities	Yes
7.	Administration of City Local Laws (Bush Fire Brigades)	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer the activity	Yes
8.	Policy development & review	Admin	4	1 month+	Temporarily defer the activity	a) Temporarily defer the activity	Yes

## City Assist Rangers

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Operate animal management facility (incl impounding animals)	Depot	1	4 hours	Attend to animal pickups	a) Share services with other LGAs b) Fallback on local kennels/catteries c) Fallback on rehoming facilities	No
2.	Administer/manage CCTV system	Admin	1	4 hours	Attend to urgent requests to view screens/recordings	a) Fallback on other authorised personnel in the City b) Obtain assistance from CCTV maintenance contractors	No
3.	Administration of City Local and State Laws (parking, thoroughfares, public places & trading; dogs; cats; waste, urban environment and nuisance, fencing; local government property; bee Keeping (rangers in field))	Admin	1	4 hours	Attend to high risk incidents (e.g. dog attacks, livestock wandering, fallen trees on roads, etc.)	a) Triage and attend to high risk incidents b) Call in other teams from the City to assist c) Obtain assistance from other LGAs d) Use casual staff to attend to incidents	No
4.	Support emergency management operations - rangers	Admin	1	4 hours	Provide emergency management support	a) Call in other teams from the City to assist b) Obtain assistance from other LGAs c) Use casual staff to attend to incidents	No
5.	Policy development & review	Admin	4	1 month+	Temporarily defer the service	a) Temporarily defer the service	Yes

## Compliance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Verge permit inspections	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
2.	Swimming pool safety barrier inspections	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
3.	Extractive industry permits	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
4.	Planning and Building compliance monitoring	Admin	3	2 weeks	Remain contactable	a) Temporarily defer the service b) Follow-up later	Yes
5.	Management of the City's security contractor	Admin	2	1 week	Remain contactable	a) Fallback on Rangers	Yes
6.	Attend to security incidents (outsourced to Accord Security after hours; rangers during office hours)	Admin	1	4 hours	Remain contactable	a) Fallback on Rangers if after hours b) Assistance from WA Police c) Assistance from other LGAs	No
7.	Support Rates department with property seizure	Admin	4	1 month+	Remain contactable	a) Temporarily defer the activity	Yes
8.	Administration of City Local Laws (Parking; Thoroughfares, Public Places & Trading; Dog; Cat; Waste; Urban Environment and Nuisance; Fencing; Local Government Property; Bee Keeping)	Admin	1	1 Day	Remain contactable	a) Call in Casuals. b) Assistance from other LGAs c) Assistance from WA Police	Yes

## Compliance (continued)

9.	Administration of State laws (Local Government Act, Planning & Development Act, Caravan Parks and Camping Grounds Act, Building Act, Bushfires Act, Litter Control Act, Road Traffic (Administration) Act)	Admin	1	1 Day	Remain contactable	a) Call in Casuals. b) Assistance from other LGAs c) Assistance from WA Police	Yes
10.	Policy development & review	Admin	4	1 month+	Remain contactable	a) Temporarily defer the activity	Yes

## Planning and Development

### Statutory Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Providing customer service for a wide range of planning enquiries and other internal departments including Property Certificate Enquiries	Admin	2	3 days	Respond to queries on planning/applications	a) Triage and prioritise urgent enquiries on planning/applications. b) Temporarily defer non-urgent enquiries	Yes
2.	Assessing Development Applications and JDAP applications	Admin	2	1 week	Ensure that statutory timelines are met (60 days/90 days turnaround and attend to council reports	a) Triage and prioritise council reports and applications that are close to statutory. b) Temporarily defer JDAP meetings	Yes
3.	Assessing subdivision referrals from the WAPC.	Admin	2	1 week	Ensure that statutory timelines are met (42 days turnaround)	a) Triage and prioritise applications that are close to statutory deadlines. b) Temporarily defer non-urgent applications	Yes
4.	Issuing clearances for subdivisions	Admin	3	2 weeks	Attend to urgent clearances	a) Triage and attend to urgent clearances. b) Temporarily defer other non-urgent clearances	Yes
5.	Local Development Plan Assessment	Admin	3	2 weeks	Attend to urgent assessments	a) Triage and attend to urgent assessments. b) Temporarily defer other non-urgent assessments	Yes
6.	Local Planning Policy preparation and review.	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
7.	Statutory planning based project work	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes



## Environmental Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Assessing development applications from an environmental planning perspective	Admin	2	1 week	Ensure that statutory timelines are met (60 days/90 days turnaround); attend to council reports	a) Triage and prioritise council reports and applications that are close to statutory. b) Temporarily defer JDAP meetings	Yes
2.	Assessing subdivision applications from an environmental planning perspective	Admin	2	1 week	Ensure that statutory timelines are met (42 days turnaround);	a) Triage and prioritise applications that are close to statutory deadlines. b) Temporarily defer non-urgent applications	Yes
3.	Assessing Local Structure Plans and associated Urban Water Management Plans, Bushfire Planning	Admin	3	2 weeks	Attend to urgent clearances	a) Triage and attend to urgent clearances. b) Temporarily defer other non-urgent clearances	Yes
4.	Internal referral and advice on environmental planning matters	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent requests. b) Temporarily defer other non-urgent requests	Yes
5.	Project based work such as the Local Biodiversity Program and Urban Forest Strategy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
6.	Coastal management and protection planning	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

## Environmental Planning (continued)

7.	Attendance and City advocacy at numerous state and project working groups and forums (i.e. Westport)	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
8.	Range of other work including bush forever and offset management, negotiation with state government.	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

## Strategic Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Assessing Local Structure Plans	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent matters b) Temporarily defer non-urgent matters	Yes
2.	Assessing Local Scheme Amendments and Metropolitan Region Scheme Amendments.	Admin	3	2 weeks	Attend to urgent matters	a) Triage and attend to urgent matters b) Temporarily defer non-urgent matters	Yes
3.	Developer Contribution Schemes and a range of developer contribution scheme costing and assessment	Admin	3	2 weeks	Attend to urgent enquiries	a) Triage and attend to urgent enquiries b) Temporarily defer non-urgent requests	Yes
4.	Forward Planning - Local Planning Strategy, new Local Planning Scheme and assessing State Government initiatives	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services b) Request for extension, if necessary	Yes
5.	Statistical information, population growth, demographics, housing and economic data about the City	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

### Strategic Planning (continued)

6.	Strategic Projects such as the Kwinana City Centre Precinct Plan Advice and Residential Subdivision and Design Guidelines	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
7.	Internal referral and advice on strategic and wider planning matters, customer advice	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes
8.	Assessing State Government Planning policy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the services	Yes

## City Infrastructure

### Information Technology

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Applications support	BI	1	1 day	Ensure that critical applications continue to operate	a) Obtain support from vendors/contractors b) Emergency hire	Yes
2.	Application delivery (H/W platform and cloud services)	BI	1	4 hrs	Ensure that critical systems are available	a) Activate IT DRP b) Engage cloud services vendors	Yes
3.	Printing services (incl purchasing, installation, maintenance, etc)	BI	1	4 hrs	Provide on-going ability to print during an incident	a) Emergency procurement b) Relocate equipment	Partial
4.	User support (incl service desk)	BI	1	4 hrs	Provide urgent user support for system access	a) Prioritise urgent user support b) Outsource to service provider c) Use contractors	Partial
5.	Workstations (incl purchasing, installation, maintenance, etc)	BI	1	4 hrs	Provide urgent user support for system access	a) Emergency procurement b) Users relocation c) Reallocate workstations	Partial

## Asset Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administer building access and security	Admin	1	1 day	Maintain ability to provide access to facilities	a) Fallback on security contractor if internal resources not available	Yes
2.	Delivery of major building construction projects	Admin	2	3 days	Respond to builders' requests for current projects	a) Triage and temporarily defer service if project has not started b) For existing projects – need to respond to builders' requests.	Yes
3.	Asset sustainability information	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
4.	Forward works programming	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
5.	Long term planning and funding allocations	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
6.	Management of asset related data	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
7.	Asset valuations	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes

## Engineering Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Development Assessment - provide well planned urban design and public infrastructure for road, transport, drainage, recreation and landscaping	Admin	2	1 week	Respond to developer within regulatory timeframe	a) Triage and prioritise responses that are close to regulatory deadlines b) Postpone response to developer c) Use contractors, if necessary	Yes
2.	Landscape design and construction	Admin	4	1 month+	Remain contactable	a) Negotiate timeframe with Director b) Temporarily defer the service	Yes
3.	Streetscape design and maintenance"	Admin	4	1 month+	Remain contactable	a) Negotiate timeframe with Director b) Temporarily defer the service	Yes

## City Operations

### Facilities Maintenance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Building/property maintenance and repairs	Depot	1	4 hrs	Attend to urgent requests with safety implications	a) Triage and prioritise urgent requests b) Temporarily defer non-urgent requests	No
2.	Cleaning of facilities (public facilities; toilets – contractors at night; internal staff during days an weekends)	Depot	1	1 day	Attend to public toilets	a) Triage and prioritise public toilets b) Use additional contractors c) Temporarily defer non-essential cleaning	No
3.	Inspection (monthly) and repairs of playground equipment	Depot	1	4 hrs	Attend to requests for urgent repairs with safety implications and make safe	a) Triage and prioritise urgent repairs b) Temporarily defer routine inspections	No
4.	Inspection and maintenance of parks furniture	Depot	1	4 hrs	Attend to requests for urgent repairs with safety implications and make safe	a) Triage and prioritise urgent repairs b) Temporarily defer routine inspections	No
5.	Building and parks capital projects and renewal works	Depot	4	1 month+	Defer	a) Temporarily defer the service	No



## Infrastructure Maintenance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Road and kerb maintenance (shouldering, pothole repairs, street sweeping, kerbing repairs)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	a) Triage and prioritise response to critical incidents and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No
2.	Drainage maintenance (cleaning, inspections, repairs, upgrades)	Depot	1	4 hours	Attend to flooding and urgent requests with safety implications	a) Triage and prioritise response to critical flooding and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No
3.	Footpath maintenance (repairs, sweeping, pressure cleaning)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	a) Triage and prioritise response to critical incidents and urgent requests with safety implications b) Use contractors, if necessary c) Obtain assistance from other LGAs d) Temporarily defer non-urgent/routine maintenance	No

## Infrastructure Maintenance (continued)

4.	General maintenance, (Illegal dumping collection, street sign and handrail replacement, traffic counter installation, graffiti removal, bush fire assistance - wheel loader operations.)	Depot	1	4 hours	Attend to emergencies (e.g. bushfire) and urgent requests	<ul style="list-style-type: none"> <li>a) Triage and prioritise response to emergencies and urgent requests with safety implications</li> <li>b) Use contractors, if necessary</li> <li>c) Obtain assistance from other LGAs</li> <li>d) Temporarily defer non-urgent/routine maintenance</li> </ul>	No
5.	Streetlight maintenance (repairs caused by vehicle damage, replacement of globes, replacement of batteries)	Depot	1	4 hours	Attend to incidents and urgent requests with safety implications	<ul style="list-style-type: none"> <li>a) Triage and prioritise response to critical incidents and urgent requests with safety implications</li> <li>b) Use contractors, if necessary</li> <li>c) Obtain assistance from other LGAs</li> <li>d) Temporarily defer non-urgent/routine maintenance</li> </ul>	No

## Workshop

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Servicing and repairs of plant, fleet, and equipment	Depot	1	4 hours	Ensure vehicles are compliant	a) Triage and prioritise urgent repairs b) Temporarily defer non-urgent repairs and routine servicing c) Use external servicing centres, if necessary	No
2.	Logistics of vehicles (e.g. reallocation of vehicles, scheduling of maintenance, etc)	Depot	1	1 day	Attend to vehicles needed for emergency/incident response	a) Triage and prioritise vehicles needed for emergency/incident response b) Temporarily defer non-urgent maintenance, etc.	Yes
3.	Registration Renewal (bulk registration – July)	Depot	2	1 week	Ensure registrations are renewed in July	a) Temporarily defer the service if it is not within the July timeframe	Yes
4.	Inspection and Accident Reporting	Depot	3	2 weeks	Ensure details are recorded	a) Record details of the accident and defer lodgement until later, if necessary	Yes
5.	Breakdown Cover	Depot	4	1 month+	Remain contactable	a) Temporarily defer the service b) Use other providers if no cover	Yes
6.	Traffic Infringements	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
7.	Acquisition of Fleet	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
8.	Issuing of Fuel Cards (new cars)	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes

## Administration

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Customer service (internal and external, counter at depot, answer calls/emails, manage requests for service, triage and assign tasks, etc)	Depot	1	4 hours	Attend to urgent request	a) Triage and prioritise urgent tasks b) Temporarily defer non-urgent tasks	Yes
2.	General administration support for City Operations Team	Depot	1	4 hours	Prioritise incident/emergency response support	a) Triage and prioritise incident/emergency response support b) Temporarily defer non-urgent tasks	Yes
3.	Procurement	Depot	2	3 days	Attend to urgent procurement requests; send POs later	a) Triage and prioritise urgent procurement requests b) Temporarily defer issuing of POs	Yes
4.	Process invoices for payment	Depot	2	1 week	Prioritise urgent payments	a) Triage and prioritise urgent payments	Yes

## Parks

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Tree maintenance. (street tree power line clearance, dead wooding pruning, stump removal, tree audits and inspections)	Depot	1	4 hours	Attend to emergencies/incidents with safety implications	a) Triage and prioritise response to emergencies/incidents with safety implications b) Temporarily defer non-urgent/routine maintenance c) Use contractors, if necessary d) Obtain assistance from other LGAs	No
2.	Irrigation maintenance (system testing, repairs, bore redevelopment, meter readings, water monitoring)	Depot	2	3 days	Prioritise irrigation for sports grounds	a) Triage and prioritise irrigation for sports grounds b) Temporarily defer other routine maintenance	No
3.	General parks maintenance, (verge slashing, fencing and bollard repairs, litter pick-up, BBQ cleaning,)	Depot	2	3 days	Attend to urgent/safety matters	a) Triage and prioritise response to urgent/incidents with safety implications b) Temporarily defer non-urgent/routine maintenance	No
4.	Bushland maintenance, (weed control, fencing repairs, litter and illegal dumping pick-up, revegetation planting, slashing/brush cutting, firebreak maintenance)	Depot	2	1 week	Prioritise maintenance of fire breaks (ensure compliance)	a) Triage and prioritise maintenance of fire breaks b) Temporarily defer non-urgent/routine maintenance c) Use contractors, if necessary	No

## Parks (continued)

5.	Turf maintenance (mowing, renovations, weed and pest control)	Depot	3	2 weeks	Prioritise mowing for sports grounds	a) Triage and prioritise maintenance of sports grounds. b) Temporarily defer other routine maintenance	No
6.	Garden maintenance (landscaping, mulching, pruning, fertilising, litter removal)	Depot	4	1 month+	Remain contactable	a) Temporarily defer the service	No

## Technical

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Preparation of specifications for tenders	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Management and supervision of maintenance contracts	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Subdivision landscape inspections and handovers	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
4.	Project management of small to medium capital works projects	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
5.	Routine Parks and Infrastructure maintenance inspections	Depot	4	1 month+	Remain contactable	Temporarily defer the service	No
6.	Strategy development, works master planning and scheduling	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes
7.	Risk management and WSH documentation	Depot	4	1 month+	Remain contactable	Temporarily defer the service	Yes

## City Life

### Community Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	<b>COMMUNITY SAFETY</b> <ul style="list-style-type: none"> <li>- Implement Neighbour Day and associated strategies.</li> <li>- Work closely with Police on programs such as Cuppa with a Cop</li> <li>- Design and implement the Junior Neighbourhood Watch Program</li> <li>- Work with schools to implement the ride to school events.</li> </ul> Implement school engagement programs and community engagement programs	Admin	3	2 weeks	Ensure that community safety engagements continue	a) Triage and prioritise community safety programs. Temporarily defer other services	Yes
2.	<b>HEALTHY LIFESTYLES</b> <ul style="list-style-type: none"> <li>- Identify gaps and trends in public health and implement local strategies to address areas of need</li> </ul> Implement and manage programs to increase public health outcomes for local residents in Kwinana	Admin	4	1 month+	Prioritise programs for vulnerable groups	b) Triage and prioritise programs for vulnerable groups. c) Redirect participants to other providers/other LGAs Temporarily defer other services	Yes



### Community Development (Continued)

3.	<b>DIVERSITY &amp; INCLUSION</b> <ul style="list-style-type: none"> <li>- Create, manage and implement the Disability Access and Inclusion Plan</li> <li>- Maintain and implement the City's Reconciliation Access Plan</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
4.	<b>CAPACITY BUILDING</b> <ul style="list-style-type: none"> <li>- Support local community groups and clubs to be strong and self-sustaining.</li> <li>- Investigate areas of growth for the City to invest in</li> </ul> Create new initiatives where identified gaps exist	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
5.	<b>CLUB DEVELOPMENT</b> <ul style="list-style-type: none"> <li>- Support local sport and recreation clubs to be strong, healthy, and reflective of the local community.</li> <li>- Apply for associated grants and manage the mechanisms of support offered to the community (Skills boosting workshops etc.)</li> <li>- Contribute to the City's Public Health Plan</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes

### Community Development (Continued)

6.	<b>ACTIVE TRAVEL</b> <ul style="list-style-type: none"> <li>- Encourage increased use of active travel options for local residents in Kwinana.</li> <li>- Manage and develop the Bike Strategy for the City of Kwinana</li> <li>- Advocate for community health priorities in Kwinana</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
7.	<b>HERITAGE, ARTS &amp; CULTURE</b> <ul style="list-style-type: none"> <li>- Work with developers around the percentage for art developer funds</li> <li>- Provide expert guidance and consultancy to City staff and the wider community around Public Art</li> <li>- Oversee and implement the City's Heritage Strategy</li> <li>- Work in close partnership with teams across the City to ensure that Heritage assets are maintained and valued</li> </ul>	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes

### Community Services and Partnership (Youth Zone Space)

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Kwinana Youth Services - Case Management	Zone	1	1 day	Ensure on-going delivery of services to high-risk/vulnerable groups	a) Continue delivery of services at alternate facilities (e.g., library, outdoors)	No
2.	An inclusive Youth Drop-in Centre (e.g. after school, sports, etc.)	Zone	2	3 days	Ensure that drop-in programs are provided	a) Link in with schools to run programs. b) Direct to facilities at other LGAs/clubs c) Organise programs at other facilities	No
3.	Term and holiday Youth Program	Zone	4	1 month+	Remain contactable	a) Temporarily suspend the service	No
4.	Youth Development and Leadership Programs	Zone	4	1 month+	Remain contactable	a) Temporarily suspend the service	No
5.	Sports courts available for hire and casual use	Zone	4	1 month+	Remain contactable	Temporarily suspend the service	No

## Engagement and Place

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Citizenship ceremonies	Admin	2	3 days	Ensure legislative deadlines to delivery citizenship ceremonies are met	a) Prioritise citizenship ceremonies that are coming due. b) Liaise with the Department of Home Affairs to run citizenship ceremonies in alternate formats (e.g., online), if necessary	No
2.	Delivery City-wide engagements	Admin	2	1 week	Comply with statutory deadlines	a) Triage and priorities delivery that are close to statutory deadlines. b) Request for extension c) Defer closing deadlines. d) Temporarily defer other non-urgent activities	Yes
3.	Place – economic and community stakeholder management	Admin	3	2 weeks	Maintain relationships with communities	Temporarily defer the services but remain contactable	Yes
4.	Distribution of grants to communities	Admin	3	2 weeks	Comply with agreed deadlines	a) Triage and prioritise urgent applications. b) Temporarily defer other applications	Yes
5.	Organise and delivery major community events	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes

## Community Facilities and Planning

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Property management of Darius Wells Library & Resource Centre Facility	DWLR C	4	1 day	<u>Notify Tenants and involve property management to</u> <del>R</del> reallocate spaces for tenants <del>and maintain communications with tenants and community</del>	Source for and reallocate space for tenants <u>where appropriate and feasible</u> - follow terms of agreement	Yes
2.	Management of all hireable facilities	DWLR C	4	4 <del>month+</del> <u>1 day</u>	Communicate with <u>all booking</u> clients within a day	a) Suspend new bookings, if necessary b) Let current bookings continue if facilities are not affected. c) Refund for cancellations, if necessary	Yes
3.	Implementing Community Infrastructure Plan	DWLR C	4	1 month+	Remain contactable	Temporarily defer the service <u>until higher tiers have been actioned</u>	Yes
4.	Project and grant management for community facility projects	DWLR C	4	1 month+	Remain contactable	Temporarily defer the service <u>until higher tiers have been actioned</u>	Yes
5.	Management and operation of Toddler Town Creche and Little Racers Creche	DWLR C/REC	4	1 <del>month+</del> <u>day</u>	Communicate with parents	Temporarily suspend the service if facilities are not available, <u>process refunds</u>	No
6.	Management and operation of Kwinana Volunteer Centre	DWLR C	4	<u>2 weeks</u> <del>4 month+</del>	Remain contactable <u>and inform VIO's of arrangements</u>	<u>Work from home</u> <del>Temporarily suspend the service if facilities are not available.</del>	Yes

## Kwinana Recquatic

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
7.	Customer Service	REC	2	1 week	Provide support to the main administration functions	a) Redirect calls to main administration b) Redirect staff to support the City's main administration functions	Yes
8.	Swim School Program	REC	4	1 month+	Communicate impacts to members	c) Temporarily suspend the service d) Redirect members to other local government recreation centres (e.g. Aquajetty)	No
9.	Sports Stadium and Programs	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
10.	Health and Fitness Facilities (Gym/Group Fitness)	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
11.	Aquatic Programs	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
12.	Swimming Pools (25m Lap pool/Leisure Pool/Hydrotherapy Pool)	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No
13.	Promote inclusivity of programs and supplementary services like Creche and Cafe	REC	4	1 month+	Communicate impacts to members	a) Temporarily suspend the service b) Redirect members to other local government facilities	No

## Library Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Local history research, archival, and collection development	DWLRC	2 <sup>+</sup>	1 week <sup>+</sup> day	Restore <del>Protect</del> collection	a) <del>If required p</del> Prioritise the restoration of collection. <del>activation of library disaster recovery plan to protect collection, if necessary</del> b) Temporarily suspend all services	No
2.	Information and reference services	DWLRC	2	1 week	Response to calls and emails	a) Redirect calls to Customer Service b) Redeploy staff to support Customer Service	Yes
3.	Coordinate all community programs - literacy and learning, digital literacy,	DWLRC	4	1 month+	Communicate cancellations to community	Temporarily suspend the service	Yes
4.	Deliver outreach services and programs	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham	Yes
5.	Provision of Home Library service	DWLRC	4	1 month+	Provide services to vulnerable groups	a) Triage and prioritise services to vulnerable groups. b) Skip one delivery and resume when library is operational. c) Make arrangements with Rockingham, if necessary	No
6.	Collection development and loans of physical and digital items	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham or Cockburn	
7.	Provide access to tech - Public PC's & printing services	DWLRC	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect clients to Rockingham	No

# Library (continued)

8.	JP services	DWLR C	4	1 month+	Redirect clients to alternate providers	a) Direct clients to individual JP service providers or the Rockingham Court house b) Relocate services to an alternate facility	No
9.	Provision of free public meeting spaces	DWLR C	4	1 month+	Communicate cancellations to community	a) Temporarily suspend the service b) Redirect members of public to other venues (e.g., community centre)	No



## Retirement Village

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Coordinate reactive and scheduled maintenance and capital works	Village	1	4 hours	Respond to high priority maintenance requests that have safety implications	a) Triage and respond to high priority requests that have safety implications b) Temporarily defer routine maintenance and low priority requests c) Redirect calls to Customer Services or Work Depot, if necessary	Yes
2.	After-hours on call	Village	1	4 hours	Response to emergencies	a) Redirect calls to Rangers or after-hours call centre b) Residents to call '000' c) Assistance from other City personnel	Yes
3.	Provide accommodation	Village	1	1 day	Arrang for alternate accommodation in an emergency	a) Have families "take back" and temporarily accommodate residents b) Temporarily accommodate residents in hotels	No
4.	Management and administration of the properties (incl. wait list, sales, on-boarding and vacating, tenancy agreements, etc.)	Village	2	2 weeks	Prioritise vacating and selling/releasing of villas and units	c) Triage and prioritise activities related to vacating and selling/releasing of villas and units d) Temporarily defer other non-time sensitive activities e) Assistance from other City personnel	Yes

## Retirement Village (Continued)

5.	Contractor management	Village	2	2 weeks	Oversee work/quality of services	a) Triage and prioritise monitoring of work undertaken by contractors b) Assistance from other City personnel c) Extend contracts, if necessary d) Use other contractors	Yes
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### Koorliny Art Centre

<u>Ref</u>	<u>Services/functions</u>	<u>Location</u>	<u>Tier</u>	<u>RTQ</u>	<u>MBCC</u>	<u>Recovery strategies</u>	<u>WFH</u>
<u>1.</u>	<u>Centre presented shows (internal)</u>	<u>Koorliny</u>	<u>4</u>	<u>1 month</u>	<u>Minimise financial loss</u>  <u>Ensure ongoing communication and remain contactable</u>	<u>a) Temporarily defer the service</u>	<u>Partial</u>
<u>2.</u>	<u>External hires</u>	<u>Koorliny</u>	<u>4</u>	<u>1 month</u>	<u>Minimise financial loss</u>  <u>Manage relationship with external providers</u>  <u>Ensure ongoing communication and remain contactable</u>	<u>a) Temporarily defer the service</u> <u>b) Source alternate venue/s for hirers if appropriate</u>	<u>Partial</u>
<u>3.</u>	<u>Contracted shows (external)</u>	<u>Koorliny</u>	<u>3</u>	<u>2 weeks</u>	<u>Minimise financial loss</u>  <u>Manage relationship with external providers</u>  <u>Ensure ongoing communication and remain contactable</u>	<u>a) Temporarily defer the service</u> <u>b) Source alternate venue and/or date where appropriate</u>	<u>Partial</u>
<u>4.</u>	<u>Centre facilitated workshops/programs</u>	<u>Koorliny</u>	<u>4</u>	<u>1 month</u>	<u>Minimise financial loss</u>  <u>Ensure ongoing communication and remain contactable</u>	<u>a) Temporarily defer the service</u> <u>b) Source alternate venue/s where appropriate</u>	<u>Partial</u>

## Office of the CEO

### Customer and Communications

#### Customer Service

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Customer enquiries (incl counter, phone, email, social media)	Admin	1	4 hours	Prioritise phone enquiries	a) Redirect calls to Oracle b) Activate message box c) Use prerecorded message d) Direct customers to online self-service	Partial
2.	After hours call centre contact management	Admin	1	4 hours	Ensure after-hours calls are responded to	a) Redirect task to Compliance (City Assist) b) Redirect calls to Oracle	Yes
3.	Update Customer Knowledgebase	Admin	1	1 day	Prioritise updating of crisis related information	a) Update crisis related information b) Temporarily defer updates of other content	Yes
4.	Cash Handling and Cash in Transit Contract Management	Admin	1	1 day	Redirect customers to online payment or other avenues	a) Suspend over the counter cash transactions b) Direct customers to online payment c) Direct customers to pay at post office/other avenues	No
5.	Australia Post/Delivery Management	Admin	2	2 weeks	Communicate with Australia Post to hold or redirect mail	a) Advise Australia Post to hold the mail or deliver to an alternate address (e.g. library) b) Assign the task to another team, if necessary	No

### Customer Service (Continued)

6.	Rate It (Customer Satisfaction) Management	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
7.	Review Customer Standards/Charter	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
8.	Customer Experience Training/Induction	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
9.	Front Counter Display/Set-Up	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	No
10.	Visitor Access Management (SINE)	Admin	4	1 month+	Temporarily defer	Temporarily defer the activity	Yes
11.	Property Certificates requests	Admin	4	1 month+	Redirect to Planning	Redirect work to Planning to coordinate	Yes

## Marketing and Communications

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Social Media Management	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
2.	Website Management	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
3.	Speeches, Copywriting/Editing	Admin	1	4 hours	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
4.	Marketing and Communications Planning (Campaigns)	Admin	1	1 day	Continue to support existing campaigns	a) Triage and prioritise existing campaigns b) Temporarily defer campaigns that have not started	Yes
5.	Media management (incl releases, enquiries, monitoring)	Admin	1	1 day	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes
6.	Internal Communications (Town Hall, CEO Update)	Admin	1	1 day	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications	Yes

## Marketing and Communications (continued)

7.	Advertising (Advertorial and Public Notices)	Admin	2	1 week	Prioritise public notices with legislative requirements	a) Triage and prioritise public notices with legislative requirements b) Temporarily suspend other advertising	Yes
8.	Graphic design/brand management/printing	Admin	2	1 week	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Outsource the work to an external provider, if necessary	Yes
9.	Photography/Videography	Admin	2	1 week	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Outsource the work to an external provider, if necessary	Yes
10.	Intranet Management	Admin	3	2 weeks	Support crisis communications	a) Prioritise crisis communications b) Temporarily defer non-time sensitive/non-crisis related communications c) Broadcast information via email	Yes
11.	Community Newsletter (Spirit)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes
12.	Digital Marketing (SEO, SEM, AdWords)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes
13.	EDM's (What's On and eSpirit)	Admin	4	1 month+	Temporarily defer	Temporarily defer the service	Yes

## Finance

### Contracts and Procurement

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Administration and Compliance	Admin	2	3 days	Support emergency procurement process and contract management	a) Triage and prioritise support for emergency procurement and contract management b) Temporarily defer non-urgent procurement	Yes
2.	Contract Management	Admin	2	3 days	Focus on high risk/high value/high impact contracts	a) Triage and prioritise high risk/high value/high impact contracts b) Extend, suspend or terminate contracts, as necessary	Yes
3.	Sourcing	Admin	2	1 week	Focus on high risk/high value contracts	a) Triage and prioritise high risk/high value contracts b) Temporarily defer other contracts c) Fallback on emergency expenditure policy, if necessary	Yes
4.	Procurement planning	Admin	3	2 weeks	Focus on high risk/high value contracts	a) Triage and prioritise high risk/high value contracts b) Temporarily defer other contracts c) Fallback on emergency expenditure policy, if necessary	Yes
5.	Training	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes
6.	Strategic Planning & Improvements	Admin	4	1 month+	Remain contactable	Temporarily defer the service	Yes



## Rates

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Receipting of rates	Admin	2	1 week	Ensure ability of receive payments online during critical period (July/Aug)	a) Prioritise resumption of online receipting of rates during critical period in July and August b) Direct customers to pay on-line if cash receipting is not possible	Yes
2.	Issuing rates notices and attending to queries	Admin	3	2 weeks	Ensure ability to issue rate notices during critical period (July)	a) Triage and prioritise issuance of rate notices during critical period in July. b) Temporarily defer attending to non-urgent queries	Yes
3.	Other rates administration function (incl change of ownership, managing pensioners and senior rebates, rates exemptions)		3	2 weeks	Prioritise change of ownership, defer others	a) Triage and prioritise services related to change of ownership. b) Temporarily defer other non-urgent/non-time sensitive services	Yes
4.	Managing of rates debtors	Admin	4	1 month	Remain contactable	a) Temporarily defer the service and follow up on outstanding payments when practicable	Yes

## Finance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Payment of suppliers (incl payroll)	Admin	1	1 day	Ensure that payroll and payments related to emergency response are made on time	a) Triage and prioritise payment of payroll if close to pay day and payments related to emergency response b) Maintain payments schedule per terms of agreement with suppliers	Yes
2.	Administer insurance portfolio	Admin	1	1 day	Notify insurer of claims	a) Triage and prioritise filing of claims related to the incident/emergency b) Maintain inventory of loss	Yes
3.	Managing sundry debtors	Admin	3	2 weeks	Prioritise high value invoices	a) Triage and prioritise high value invoices b) Temporarily defer actions on lower value invoices	Yes
4.	Budget Preparations including reviewing of budget, Fees and charges	Admin	4	1 month	Ensure legislative deadlines are met	a) Triage and prioritise actions based on legislative deadlines are coming due b) Request for extension c) Temporarily defer other non-urgent/non-time sensitive activities	Yes
5.	Long term Financial Planning	Admin	4	1 month	Remain contactable	a) Temporarily defer the service	

## Finance (Continued)

6.	Monthly Financial Reports	Admin	4	1 month	Ensure legislative deadlines are met	a) Triage and prioritise actions based on legislative deadlines are coming due b) Notify ATO of delay and request for extension c) Temporarily defer other non-urgent/non-time sensitive activities	
7.	Investment management	Admin	4	1 month	Ensure delegations are signed off and inform banks of renewals	a) Place funds in call account b) Inform banks of renewals	
8.	Fringe Benefit Tax	Admin	4	1 month	Inform ATO of delays	a) Temporarily defer the service b) Inform ATO of delays	
9.	Annual financial statement preparation	Admin	4	1 month	Ensure legislative deadlines are met (Sept)	a) Triage and prioritise actions based on legislative deadlines are coming due b) Request for extension	

Governance

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Local Elections	Admin	1	1 day	Ensure that polling takes place in accordance with legislation	a) Change polling place b) Fallback on AEC	No
2.	Legislative Advice	Admin	1	1 day	Attend to advice related to the incident/emergency	a) Triage and prioritise urgent requests b) Use external lawyers c) Temporarily non-urgent requests	Yes
3.	Property Management and Leasing	Admin	1	1 day	Attend to critical/urgent property management issues	a) Triage and prioritise urgent matters b) Obtain external advice c) Temporarily defer non-urgent matters and lease extensions	Yes
4.	Delegations and authorisations	Admin	2	3 days	Ensure emergency delegations and authorisations are processed	a) Triage and prioritise emergency delegation and authorisation b) Temporarily defer routine reviews	Yes
5.	Land Administration (provide advice internally)	Admin	2	1 week	Prioritise critical matters related to the incident/emergency	a) Triage and prioritise critical matters related to the incident/emergency b) Seek external advice from Landgate, and/or external lawyers	Yes
6.	Provide Support to Elected Members and Independent Committee Members	Admin	3	2 weeks	Prioritise critical needs	a) Triage and prioritise support for critical needs b) Direct Members to contact IT directly for IT issues	Yes

### Governance (Continued)

7.	Primary and Annual Returns (and Registers)	Admin	3	2 weeks	Ensure that legislative requirements/deadlines are met	a) Triage and prioritise returns that are close to legislative deadlines b) Temporarily defer others, if possible	Yes
8.	Update Declaration of Gifts (and Registers) on website	Admin	3	2 weeks	Ensure that legislative requirements/deadlines are met	a) Triage and prioritise updates that are close to legislative deadlines b) Temporarily defer others, if possible	Yes
9.	Support and Training Attain	Admin	3	2 weeks	Remain contactable	a) Paper base forms b) Issue work instructions c) Teams training sessions	Yes
10.	Meetings of Council (OCM and Committees)	Admin	4	1 month+	Attend to urgent items that need to be tabled	d) Temporarily defer meetings e) Conduct remote (online) meetings	Yes
11.	Policies	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
12.	Local Laws (drafting, reviewing, etc.)	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
13.	Compliance Calendar	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
14.	Internal Auditing (reg 17 and internal)	Admin	4	1 month+	Prioritise Reg 17 audit	a) Triage and prioritise Reg 17 audits b) Temporarily defer internal audit	Yes
15.	Business Continuity	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
16.	Strategic Community Plan	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
17.	Corporate Business Plan	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
18.	Team Business Planning	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes

[Business Continuity Plan.DOCX](#)

## Legal

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Legal Documents and advice	Admin	1	1 day	Provide advice related to the incident/emergency	a) Triage and prioritise urgent matters b) Use external lawyers c) Temporarily defer non-urgent matters	Yes

## Risk Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Policy and Strategy	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
2.	Support and Training CAMMS Risk	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
3.	Reporting	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes

## Information Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	External and Internal Mail (emails and hard copy)	Admin	2	3 days	Ensure mails are distributed	a) Provide hardcopies (if unable to scan) b) Redirect work to other Admin staff	No
2.	FOI Applications	Admin	2	3 days	Respond to FOIs	Respond to FOIs within legislative timeframes	Yes
3.	Research and Officer Assistance	Admin	3	2 weeks	Attend to urgent requests	a) Triage and prioritise urgent requests. b) Temporarily defer non-urgent requests	Yes
4.	Information Statement	Admin	3	2 weeks	Remain contactable	Temporarily defer the activity	Yes
5.	Record Keeping Plan	Admin	3	2 weeks	Remain contactable	Temporarily defer the activity	Yes
6.	Induction of new employees to records management	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
7.	Ongoing system and records training	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
8.	Manage EDRMS	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	Yes
9.	Digitising (including historical building permits), archiving and destructions (paper and electronic)	Admin	4	1 month+	Remain contactable	Temporarily defer the activity	No

## Human Resources

### Human Resource Services

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Recruitment (incl labour/agency hire)	BI	3	2 weeks	Prioritise existing recruitment activities already gone out to market	a) Triage and prioritise existing recruitment activities already gone out to market b) Use labour hire agencies c) Temporarily defer non-urgent hires	Yes
2.	General enquires (e.g. entitlements, leave, policies, roles, etc.)	BI	3	2 weeks	Attend to urgent enquiries	a) Triage and attend to urgent enquiries b) Direct to online resources	Yes
3.	Uniforms	BI	4	1 month+	Remain contactable	Temporarily defer the function	No
4.	Maternity Leave	BI	4	1 month+	Remain contactable	Temporarily defer the function	Yes
5.	Probation	BI	4	1 month+	Prioritise probations that are coming to an end	Temporarily extend the period of probation	Yes



## Payroll

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Payroll processing (pay run 3 days prior to payment date)	BI	1	4 hours	Ensure payroll is paid on time	a) Pay on the basis of last pay run and reconcile later	Yes
2.	Payroll Administration	BI	2	1 week	Prioritise payout requirements	a) Triage and prioritise payout requirements b) Direct staff to online resources c) Process back pay when online, if necessary	Yes
3.	Update OneCouncil modules - Payroll, HRP, Talent & Succession	BI	3	2 weeks	Prioritise payroll data and HRP	a) Triage and prioritise payroll data and HRP b) Temporarily defer other updates c) Capture the data manually for later input, if necessary	Yes
4.	Payroll enquiries	BI	3	2 weeks	Prioritise enquiries regarding leave	a) Triage and prioritise enquiries related to leave b) Direct staff to online resources	Yes

## Health, Safety, and Injury Management

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	WHS - including reporting of incident & Hazards	BI	1	1 day	Ensure trauma counselling is provided if necessary	a) Triage incidents/hazards and prioritise corrective actions related to staff wellbeing b) Temporarily defer other non-urgent service	Yes
2.	Workers' compensation	BI	1	1 day	Ensure insurer receives submission within 2 days of receipt of report	a) Triage and prioritise submissions that are coming due	Yes

## Human Resource Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Training/Study	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Staff Development	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Celebration and Recognition	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
4.	Health and well-being programs	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes

## Strategic

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Workforce Planning	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
2.	Organisational Development	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes
3.	Employee & Industrial Relations	BI	4	1 month+	Ensure that legislative requirements are met (e.g. attend court)	a) Triage and prioritise matters that must meet legislative requirements/deadlines b) Temporarily defer other services	Partial
4.	Grievance Management	BI	4	1 month+	Maintain communications with complaint	a) Triage complaints and prioritise urgent matters. b) Temporarily defer non-urgent matters	Yes
5.	Position Classification	BI	4	1 month+	Remain contactable	Temporarily defer the service	Yes

## Economic Development

Ref	Services/functions	Location	Tier	RTO	MBCO	Recovery strategies	WFH
1.	Work with Councillors and Executive on Advocacy Priorities/Prepare and support Advocacy Programs	Admin	2	1 week	Attend to high priority/time critical projects	a) Triage and prioritise high priority/time critical projects. b) Fallback on subject matters experts c) Use contractors;	Yes
2.	Advice and support to business (direct to customers)	Admin	2	3 days	Attend to urgent enquiries during emergencies	a) Triage and prioritise urgent enquiries during emergencies. b) Share work with other teams (Stat Planning, Environ Health, Building, etc)	Yes
3.	Business Support Programs (training)	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
4.	Economic Development Strategy	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
5.	Administer Small Business Grants Program	Admin	4	1 month+	Maintain communication with applicants/public	a) Temporarily defer the service	Yes
6.	Internal referral and advice on economic development matters	Admin	4	1 month+	Remain contactable	a) Temporarily defer the service	Yes
7.	City Property development and feasibility studies	Admin	4	1 month+	Attend to existing projects, if possible	a) Temporarily defer projects that have not started	Yes

**8.6 WORK HEALTH AND SAFETY (WHS) STATISTICAL REPORT - 10 JUNE 2024****SUMMARY**

Council has endorsed a Health and Safety Policy to meet its moral and legal obligation to provide a safe and healthy work environment for all employees, contractors, customers, and visitors. This commitment extends to ensuring the City's operations do not place the community at risk of injury, illness, or property damage. At the Audit and Risk Committee meeting dated 23 September 2022, the City presented the then newly developed Safety and Wellbeing Strategic Plan 2022-2024 designed to provide an overview and monitoring of the identified strategic safety and wellbeing actions linking the framework and operational processes. This strategic plan has also been presented at subsequent Audit and Risk Committee meetings. A recent review and update to the strategic plan has been undertaken and a new three-year plan developed. The Work Health and Safety (WHS) Committee has commenced the implementation of tasks for this plan and its progress continues to be monitored by the Executive Leadership Team. The updated plan is enclosed as Attachment A.

It is usual practice to provide a report detailing statistical data at each Audit and Risk Committee meeting. Of note and during the review period, there have been two reportable incidents to WorkSafe WA. The report is enclosed as Attachment B.

On 24 October 2023, the new Workers' Compensation and Injury Management legislation was passed with the legislation coming into effect on 1 July 2024. The City has been progressing the review and applicable amendments to reflect any legislative changes. Accordingly, Officers are currently reviewing the Health and Safety System Framework with the framework documentation due for its bi-annual review. Once this documentation review has been completed and aligned to applicable legislation, the documentation will be tabled at the Audit and Risk Committee meetings.

**OFFICER RECOMMENDATION**

**That the Audit and Risk Committee:**

- 1. Note and provide comment where appropriate on the City of Kwinana Safety and Wellbeing Strategic Plan 2024 – 2026 detailed in Attachment A.**
- 2. Note and provide comment where appropriate on the City of Kwinana WHS Statistical data report detailed in Attachment B.**

**VOTING REQUIREMENT**

Simple majority.

## DISCUSSION

### Safety and Wellbeing Strategic Plan 2024 – 2026

This strategic plan has been created to provide visibility across the City to ensure the delivery on its moral and legal obligations within the health and safety environment. The initial plan (2022 – 2024) was reviewed and updated to reflect the currency of the outcomes and actions. The new strategic plan lists five safety and wellbeing priorities and describes the strategic outcomes to be achieved, the key performance measures and the progress of delivery. The inclusion of the traffic light system is incorporated to enhance the visual representation of progress of the plan. The strategic plan has gone through to the Work Health and Safety (WHS) Committee who have commenced the implementation of tasks for this plan and its progress continues to be monitored by the Executive Leadership Team.

### Summary of Statistical Data:

At the Audit and Risk Committee meeting of 19 February 2024, a request was received from the Committee for enhanced statistical data reporting. This request has been delayed as there is a requirement for the provider of the software system (MyOSH) to customise the data reporting function. The City is currently working with the provider to undertake the request and will provide updated information when this becomes available.

Whilst it is not possible to produce the updated statistical data report, the previous format of data reporting has been prepared for the period from 26 January 2024 to 10 May 2024. A summary of the incidents recorded over the period is as follows.

Of note, there were two incidents which as per legislation required reporting to WorkSafe WA. The first incident occurred on 7 March 2024 at approx. 8.15am. A sub-contractor to one of the City's contractors had fallen from a ladder while painting at the Recquatic. The sub-contractor was found in the outside area lying face down whereby first aid was applied, and an ambulance was called. All appropriate parties were contacted, including the contractor and the City's Health, Safety, and Injury Management Advisor (HMSIA) who notified WorkSafe WA. The HSIMA commenced a review of the safety practices from the City's perspective and liaised with the contractor to obtain further information pertaining to their safety systems and management of the subcontractor. On the subsequent day, an inspector from WorkSafe WA presented at the City whereby the incident was investigated. Whilst the incident occurred on the City's premises initial findings of the investigation detailed that the sub-contractor was not authorised to be on-site as the painting surface was not cleared for further work. The WorkSafe WA inspector reviewed and was satisfied with the City's investigations to date and closed out the stop work notice.

In a second incident on 26 March 2024 at approx. 2.30pm, a City employee was driving a loader which was moving material to create a ramp. The loader has rolled down the embankment (2.5 to 3 metres) and landed on its roof. The appropriate parties were contacted, including the HSIMA who contacted WorkSafe WA. The employee sustained minor injuries and attended a medical assessment returning to work on the following day. Given the potential for severity of the incident, specialised plant used and this being a rare occurrence, the City engaged an independent party to conduct the investigation.

A summary of the incidents recorded over the quarter from 26 January 2024 to 10 May 2024 is as follows. A total of eighteen incidents have been recorded during the nearly three-month period. Eight from the City Infrastructure directorate, seven from the City Life directorate, two from City Development and Sustainability and one reported from the Office of the CEO. Six incidents were recorded as injuries, four incidents were recorded as vehicles, three recorded as a near miss, one recorded as equipment and four incidents were classified as Inappropriate Behaviour/Violence and Further categorization of the eighteen incidents determined that the event severity of the actual incident category, that is prior to any identified mitigating actions were as follows, three being identified as a high rating, three were identified as a medium rating and seven as a low rating. At the time of the collating of statistical data there were five incidents that did not record the event severity category due to the incident's status of pending investigation and will be determined on approval by the manager. The statistical graphs are included in Attachment A.

#### New Workers' Compensation and Injury Management Legislation:

The City has been preparing for the introduction of the new legislation working closely WorkCover WA and the City's insurers LGIS and has identified areas that will need to be amended and aligned to achieve compliance. As such, officers are also reviewing applicable framework documentation which will be presented to the Audit and Risk Committee on completion.

### **STRATEGIC IMPLICATIONS**

There are no strategic implications as a result of this proposal.

### **SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

### **LEGAL/POLICY IMPLICATIONS**

*Regulation 17 of the Local Government (Audit) Regulations 1996 provides:*

17. *CEO to review certain systems and procedures*
  - (1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*
    - (a) *risk management; and*
    - (b) *internal control; and*
    - (c) *legislative compliance.*
  - (2) *The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
  - (3) *The CEO is to report to the audit committee the results of that review.*

### **FINANCIAL/BUDGET IMPLICATIONS**

There are no financial implications that have been identified as a result of this report or recommendation.

**ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**




There are no community engagement implications as a result of this report or recommendation.

**ATTACHMENTS**

- A. **ATTACHMENT A - City of Kwinana Safety and Wellbeing Strategic Plan 2024-2026** [↓](#)
- B. **ATTACHMENT B - WHS Statistical Data Report - Audit and Risk Committee - 26 January 2024 - 10 May 2024** [↓](#)



## City of Kwinana Safety and Wellbeing Strategic Plan 2024 – 2026

Progress Key	
	Not started 0%
	In progress
	Complete 100%

Priorities	Strategic outcomes	Key Performance measures	Key stakeholders	Progress status			Action Plan	Comments	Due Date
				2024	2025	2026			
<b>1. Health and Safety by design</b> Hazards are eliminated or minimised at the design stage of projects	1.1 Safety in Design (SiD) principles for assets (buildings, plant, refurbished facilities etc) are applied in collaboration with WHS representatives and relevant stakeholders, including those directly affected	<ul style="list-style-type: none"> <li>Reduction in hazards and incidents reported relating to project design and asset use</li> </ul>	Ann Nicholas, Doug Elkins, Patrick Rose, David Boccuzzi	In Progress			<ul style="list-style-type: none"> <li>Review the documented plant procurement processes (ensuring SID processes are identified).</li> <li>Review building design contracts (building designer and architect) to determine whether the inclusion of SID is effective.</li> <li>Review building construction tenders to determine whether the SID report has the requirement for the builder to identify construction hazards and this is effective.</li> <li>Determine whether the building construction tenders minimum three-week response time to allow for SID assessment is sufficient.</li> <li>Review the effectiveness of building construction tender assessments to include assessment of builder's response to SID, hazard identification and construction methodology.</li> </ul>	<p>Through the procurement process of acquiring new plant, a Risk assessment is required with their submission via the tender process. For specialised equipment, an assessment is completed with the relevant stakeholders to review the plant and ensure it meets our safety requirements. Andrew 27/03/24</p> <p>Point 2. Building design specifications include the requirement for an SID to accompany the plans. Complete</p> <p>Point 3 &amp; 5. Building construction tenders will include a component for the Tenderer to address the Design SID and identified issues, and to provide their own report/comments to identify any perceived hazards relating to the design. To be reviewed as part of assessment process. 13/5/24 in progress Ann N.</p> <p>Point 4. Minimum 4-5 week response time for large construction projects to address SID. Complete Ann N.</p>	1 March 2025
									31 May 2024
									31 May 2024

	1.2 Hazard management principles are applied in workplace and City facilities	• Reduction in hazards and incidents	Departmental Managers/Coordinators, Doug Elkins	In Progress			<ul style="list-style-type: none"> <li>Conduct an audit on plant risk assessments including design/amendment on drawings and also on delivery of plant. Ensure that all risk assessments have been undertaken and that they are effective.</li> </ul>	Plant risk assessments are undertaken on all new items of plant, with all relevant stakeholders; including workshop, supervisors and operators. This also includes completing a Plant Risk Assessment – design assessment during the procurement stage. D24/15698 Andrew – 27/03/2024	1 March 2025
				In Progress			<ul style="list-style-type: none"> <li>Managers/Coordinators to continue to identify and document hazards and document plan to eliminate risk.</li> <li>Provide training to SMT as to the Categorisation of Common Hazards for reference for departmental hazard register.</li> <li>Develop the hazard module in MyOSH, to include the identified Common Hazards.</li> </ul>	A departmental hazard register has been rolled out for employee to identify and report hazards. The currency of the register is a management action in the Staff Development Reviews. HSIMA to meet with all relevant Department Managers to review progress of the register.	30 June 2024
				In Progress			<ul style="list-style-type: none"> <li>All staff to continue to be responsible for identifying and appropriately recording strategic and operational risks within Camms Risk, in accordance with the City's risk management strategy and risk management policy.</li> <li>An audit by the Governance team to review if department/areas are proactively reviewing the CAMMS risk register.</li> <li>Input the associated risk into the CAMMS risk register for identified categories of common/generic hazards.</li> </ul>	This is an ongoing activity.	31 December 2024

	1.3 Hazard management principles are applied at the project construction planning stage to mitigate risk of injury, long-term ill effects or recurrence of injury	<ul style="list-style-type: none"> <li>Integration in to project safe work plan</li> </ul>	Ann Nicholas, Doug Elkins, Patrick Rose	Not Started			<ul style="list-style-type: none"> <li>Review construction tender assessments to determine the effectiveness of the assessment of builder's response to SID, hazard identification and construction methodology.</li> </ul>		1 February 2025
				Not Started			<ul style="list-style-type: none"> <li>Investigate, develop, and implement a process for City managed projects to include a Site Safety Management Plan (where required by Regs) to be documented in project tracking meeting. Consideration will need to be given to using the new Corporate Business System.</li> </ul>	<p>Training to be undertaken for staff who may need to develop a Site Safety Management Plan – Steve Brown to assist.</p> <p>Tender and RFQ Templates were updated to capture a Specification Checklist to include information regarding SID. This is to be reviewed for information pertaining to Site Safety Management Plans.</p>	31 December 2024
2. Health and Safety leadership & capabilities Individuals have the work health and safety capabilities they require	2.1 WHS framework and policies are embedded and reviewed to enhance WHS capabilities of the organisation	<ul style="list-style-type: none"> <li>Framework reviewed annually.</li> <li>Training program available</li> </ul>	Sue Wiltshire, Gary Kay	In Progress			<ul style="list-style-type: none"> <li>Develop annual training plan – for example, Manual handling, how to do a risk assessment?</li> </ul>	<p>February 24 – 24/25 Budget preparations include allocation of appropriate funding for applicable training. Development of the annual training plan has commenced. Plan to be finalised after TNA of information submitted in the 23/24 SDR process.</p> <p>This is an ongoing action with plan being developed annually.</p>	30 September 2024
				In Progress			<ul style="list-style-type: none"> <li>Undertake the annual review of framework and policies by WHS and endorsed by ELT to ensure currency.</li> <li>Educate and communicate to all staff the refinements of the Incident Reporting processes.</li> </ul>	<p>February 24 – Currently monitoring the changes to legislation due to be implemented 30 June 24 (e.g. Workers' Compensation/ Right to Disconnect). This information to be included in the Annual Review. In addition, further development and refinement of the Incident Reporting processes currently be undertaken – scheduled to be completed 30 April 2024 – information/outcomes to be included in annual review of Framework.</p>	31 December 2024
	2.2 Risk specific training provided and documented in an annual training plan	<ul style="list-style-type: none"> <li>Risk training program developed and available</li> </ul>	Department Managers, Gary Kay, Steven Brown, Sue Wiltshire.	In Progress			<ul style="list-style-type: none"> <li>Implement the recommendations of the City's Safety Inductions report undertaken by Curtin University Workplace Student. The report detailed specific</li> </ul>	<p>November 23 – Curtin University Workplace Student undertook a review of the City's Safety Inductions, including site inductions. The report detailed specific recommendations and</p>	31 December 2024

							<p>recommendations and opportunities for improvement – these are progressively being implemented across the City.</p> <ul style="list-style-type: none"> <li>Investigate, develop, and implement a process (induction) for City managed projects to include Contractor Site Inductions.</li> <li>Once the Contractor Site Induction process has been implemented, an audit to be conducted to determine currency and effectiveness.</li> </ul>	<p>opportunities for improvement – these are progressively being implemented across the City.</p> <p>Currently the Site Specific Inductions and induction checklist for employees are in place and is completed as a new employee commences with the city. Once completed it gets saved in employees personal folder. The induction paperwork to be aligned with any recommendation from the above review.</p>	31 July 2024
				In Progress			<ul style="list-style-type: none"> <li>Work Health Safety Induction (See WHS PowerPoint presentation and questionnaire; D20/21317[v3])</li> </ul>	<p>November 23 – Curtin University Workplace Student undertook a review of the City's Safety Inductions, including site inductions. The report detailed specific recommendations and opportunities for improvement – these are progressively being implemented across the City.</p>	31 December 2024
				Not Started			<ul style="list-style-type: none"> <li>Training to be developed for managers (Identified as a need for Managers)</li> </ul>	<p>February 2024 – Completion/review of outcomes to the above actions (in 2.2) will provide a comprehensive understanding of the future training to be developed for Managers. Additionally, regular information sessions from the HSMIA are presented to the SMT.</p> <p>A checklist for managers does exist. A further updating of the checklist to include WHS responsibilities is required.</p>	30 June 2024

				Complete			<ul style="list-style-type: none"> <li>Continue to present a statistical report for ELT regarding the number of staff who have undertaken WHS related training and/or attendance/undertaken WHS inductions (including HR, Site and Orientation) – Monthly Basis</li> </ul>	February 2024 – A report has been created and is tabled at the ELT on a monthly basis.	On going
	2.3 WHS and wellbeing induction and training embedded	<ul style="list-style-type: none"> <li>Training program developed</li> </ul>	Gary Kay, Kamara Pace, Steven Brown	In Progress			<ul style="list-style-type: none"> <li>Health &amp; Wellbeing calendar and initiatives</li> </ul>	February 2024 – The City has reviewed and re-assessed the HR Administration Officer role to have a greater emphasis on the employee's professional development and personal wellbeing initiatives. 2 April 2024 - The role has been filled and it is the task of the incumbent to develop a Health & Wellbeing calendar which will not only expand on initiative but will incorporate existing wellbeing activities.	30 September 2024
				Not started			<ul style="list-style-type: none"> <li>Identify Health and Wellbeing standards that the City can aspire to achieve and develop an action plan to progress the attainment.</li> </ul>	February 2024 – Refer to comment above. This will part of the re-alignment of the HR position – now titled Development and Wellbeing Administration Officer.	31 December 2024
				In Progress			<ul style="list-style-type: none"> <li>Continue with permanent employees attending the City's HR induction (full day) this includes elements of safety and well-being.</li> </ul>	The following action is on going and still current - All permanent employees undertake one day HR induction coordinated by City's learning and development coordinator. This induction covers all aspects of WHS and other areas. An attendance sheet of all staff attending this training is kept and profiled on CM9. February 2024 – In November 23 – Curtin University Workplace Student undertook a review of the City's Safety Inductions. The report detailed specific recommendations and opportunities for improvement – these are progressively being implemented across the City.	30 June 2024
	2.4 A WHS internal communication plan developed and implemented	<ul style="list-style-type: none"> <li>Comms plan developed</li> </ul>	Steven Brown, Sue Wiltshire	In Progress			<ul style="list-style-type: none"> <li>Develop an internal WHS communications plan identifying different media platforms and the audience.</li> </ul>	HSIMA creates and publish Monthly Safety topics. Safety bulletins are also in place. It gets published via City's Intranet.	On going

				In Progress			<ul style="list-style-type: none"> <li>Health, Safety, and Injury Management Advisor to continue to identify any specific WHS information to be issued to applicable internal stakeholders.</li> </ul>	HSIMA to disperse any WHS related information to relevant stakeholders.	On going
<b>3. Wellbeing</b> Wellbeing is enhanced for the City of Kwinana staff.	3.1 Staff Wellbeing plan is developed and implemented.	<ul style="list-style-type: none"> <li>Plan developed and implemented</li> </ul>	Gary Kay, Kamara Pace, Sue Wiltshire	In Progress			<ul style="list-style-type: none"> <li>Document and implement the Staff Wellbeing Plan</li> </ul>	February 2024 – The City has reviewed and re-assessed the HR Administration Officer role to have a greater emphasis on the employee's professional development and personal wellbeing initiatives (Role now titled – Development and Wellbeing Administration Officer). The incumbent commenced on 2 April 2024 and will be tasked to develop and action a Health & wellbeing plan.  A staff wellbeing plan will be developed by gathering information from various existing documents.	30 September 2024
	3.2 Measures are used to determine uptake and effectiveness, with focus on strategies to improve physical and mental health.	<ul style="list-style-type: none"> <li>Physical and mental wellbeing outcomes for staff are improved</li> </ul>	Sue Wiltshire, Steven Brown, Gary Kay	Not Started			<ul style="list-style-type: none"> <li>Record, monitor and report on the Health and Safety Framework including the implementation of specific initiatives. (Part of the statistical report to ELT – at 2.2)</li> </ul>	City has H&S framework. A review of the framework will be undertaken after June 2024 when the above listed details have been implemented.	1 September 2024
				In Progress			<ul style="list-style-type: none"> <li>Implement the Staff Health &amp; Wellbeing calendar.</li> </ul>	February 2024 – The City has reviewed and re-assessed the HR Administration Officer role to have a greater emphasis on the employee's professional development and personal wellbeing initiatives (Role now titled – Development and Wellbeing Administration Officer and incumbent commences 2 April 2024). City undertakes and organises annual wellbeing activities for its staff. Activities like, health checks, skin assessments etc are organised by the L&D area.	30 September 2024
	Integrate mental health awareness, prevention, and support programs into the workplace, recognising its	3.3 Enhanced Resilience to Workplace Stress	<ul style="list-style-type: none"> <li>Employee Wellbeing Index to measure staff satisfaction, mental health, and</li> </ul>	Sue Wiltshire, Steven Brown, Gary Kay	In Progress		<ul style="list-style-type: none"> <li>Develop a mental health program that includes regular training sessions, access to mental health professionals, and activities aimed at reducing stigma around</li> </ul>	February 2024 – The City has reviewed and re-assessed the HR Administration Officer role to have a greater emphasis on the employee's professional development and personal wellbeing initiatives	On going

impact on overall employee health and safety.		overall wellbeing, derived from regular surveys and health assessments.					<ul style="list-style-type: none"> <li>mental health in the workplace.</li> <li>Regularly review and update safety policies and procedures to align with the latest State Government legislation, including the Work Health and Safety Act 2020 (WA).</li> <li>Further integrate risk management processes into business operations, emphasising proactive hazard identification and mitigation in all departments.</li> <li>Implement continuous training programs focusing on emerging safety risks, mental health awareness, and legislative compliance to ensure that all employees are equipped with the knowledge and skills to maintain a safe work environment.</li> <li>Explore and implement innovative safety technologies and systems, such as AI-driven analytics for hazard detection and incident prediction, to enhance proactive safety management.</li> </ul>	(Role now titled – Development and Wellbeing Administration Officer and incumbent commences 2 April 2024). This includes a focus on mental health awareness, prevention, and support programs.	
<b>4. Safety system improvement - Systems and processes</b> Risk management processes and policies are improved and updated	4.1 Existing risk management processes are integrated into core business processes for early identification of foreseeable hazards to eliminate or mitigate risk	<ul style="list-style-type: none"> <li>Registers and risk assessments updated in required time and maintained</li> </ul>	Steven Brown, Sue Wiltshire, Departmental Managers/Coordinators	In Progress			<ul style="list-style-type: none"> <li>Review to be undertaken by HSIMA of the departmental hazard registers to be conducted with applicable managers. Reported on a quarterly basis to Directors.</li> </ul>	A department hazard register has been rolled out for all the areas. Department managers to provide update to their directors on monthly/quarterly basis. HSIMA to schedule quarterly meetings with managers to review and collect data on reported hazards and create an action plan, as required. HSIMA to meet with all departmental managers to review the hazard register.	Ongoing 30 June 2024
				In Progress			<ul style="list-style-type: none"> <li>Review the WHS Management Action plan for currency and to determine use in the development of departmental plans.</li> </ul>		30 September 2024



	4.2 WHS software system implemented for whole of organisation	<ul style="list-style-type: none"> <li>WHS system implemented, and training provided</li> </ul>	Steven Brown, Gary Kay.	In Progress			<ul style="list-style-type: none"> <li>Continue with the implementation of phase one of the MyOSH software system to include the following modules (Incident Reporting, Hazard Reporting and Recording and monitoring of data – Dashboard).</li> </ul>	First phase of MYOSH is in progress with the Incident module being utilised. Other modules to be implemented and applicable training provided.	31 December 2024
				Not Started			<ul style="list-style-type: none"> <li>Develop and implement a training plan for the implementation of the remaining modules for phase one.</li> </ul>	Training plan will be created by L&D coordinator in conjunction with MYOSH.	31 March 2025
				Not Started			<ul style="list-style-type: none"> <li>Commence the configuration of phase two of the MyOSH system – including consultation with internal stakeholders/users.</li> </ul>	Phase 2 will commence on completion of Phase one.	TBA
	4.3 Policies, standards and guidelines reviewed and updated to ensure currency and alignment	<ul style="list-style-type: none"> <li>Policies, standards and guidelines reviewed</li> </ul>	Sue Wiltshire	In Progress			<ul style="list-style-type: none"> <li>Gap analysis of current policies/guidelines compared with new regulations and legislation captured in WHS Management Action Plan 2021-23</li> </ul>	February 2024 – Policies/guidelines aligned to new legislation. Awaiting the introduction of the new legislation on 30 June 2024 when another review will be undertaken.	31 December 2024
				In Progress			<ul style="list-style-type: none"> <li>Develop a schedule and undertake the review and alignment of policies and guidelines with the newly introduced legislation to ensure currency and compliance</li> </ul>	February 2024 – Policies/guidelines aligned to new legislation. Awaiting the introduction of the new legislation on 30 June 2024 when another review will be undertaken.	31 December 2024
5. Legislative compliance Continually improve compliance with WHS & other relevant regulatory requirements	5.1 WHS policies, procedures and supporting tools reflect current legislative requirements	<ul style="list-style-type: none"> <li>Document review occurs in line with requirements</li> </ul>	Steve Brown, Sue Wiltshire, Departmental managers/coordinators, External Consultant.	Not Started			<ul style="list-style-type: none"> <li>Develop a schedule and undertake the review and alignment of policies, procedures and supporting tools to reflect the newly introduced legislation to ensure currency and compliance, specifically including: - Risk Assessments and Hazard Assessments</li> </ul>	February 2024 – Policies/guidelines aligned to new legislation. Awaiting the introduction of the new legislation on 30 June 2024 when another review will be undertaken.	31 March 2025



				In Progress			<ul style="list-style-type: none"> <li>Undertake a Gap Analysis to capture any areas that are not compliant. Departmental plans and the WHS Management Action plan as a minimum for needs/gap identification/any deficiencies.</li> </ul>	Departmental gap analysis needs to be scheduled and completed in consultation with key departmental stakeholders/HSIMA/External consultant.	30 September 2024
	5.2 WHS internal audit program monitors and measures legal compliance and effectiveness	<ul style="list-style-type: none"> <li>Corrective actions from internal audits address system and legal compliance deficiencies</li> </ul>	Steven Brown, Sue Wiltshire	In Progress			<ul style="list-style-type: none"> <li>Undertake a Gap Analysis of the recent Safety audits</li> </ul>	February 2024 – External audit of WHS – Incidents and Corrective Actions scheduled for April 24. Action plan developed to review and implement any updates/amendments.  Audit against WorkSafe scheduled for the end of 2024. An action plan for preparedness will be developed.	30 June 2024  31 July 2024
				Not Started			<ul style="list-style-type: none"> <li>Implement any identified gaps from the analysis (Consider desktop audit to ISO 45001 and LGIS audit to the WorkSafe plan)</li> </ul>	February 2024 - Audit against WorkSafe scheduled for the end of 2024. An action plan for preparedness will be developed.	31 July 2024
				Not Started			<ul style="list-style-type: none"> <li>Future Worksafe Audits to consider other operational departments in the organisation</li> </ul>	Future audits will include other departments within the organisation	TBA
	5.3 WHS audit corrective actions are monitored for completion within allocated timeframes	<ul style="list-style-type: none"> <li>Audit actions completed within required timeframe</li> </ul>	Steven Brown, Sue Wiltshire	Not Started			<ul style="list-style-type: none"> <li>Develop and implement an action plan/corrective action spreadsheet from the Gap Analysis (Refer 5.2)</li> </ul>	Action plan will be created once the gap analysis is completed. Findings to be reported to WHS Committee and ELT.	30 September 2024
				Not Started			<ul style="list-style-type: none"> <li>Monitor and report on the information in the action plan/corrective actions spreadsheet.</li> </ul> <p><b>Note:</b> – once MYOSH modules are fully deployed reports can be pulled on corrective actions from here</p>	Corrective actions get documented on Status list and are to be discussed during WHS meetings. Reported to ELT.  Once MYOSH is implemented, reports will then be generated off the system.	Ongoing

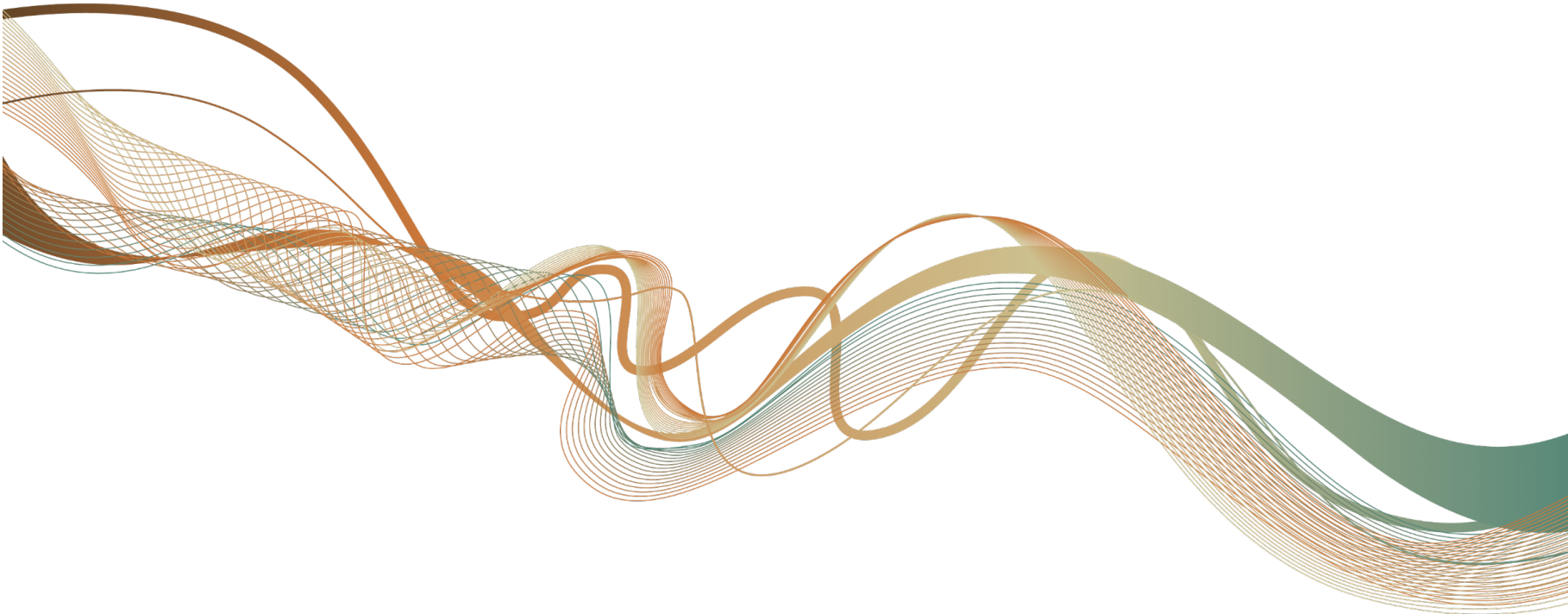


# Work Health and Safety

**ATTACHMENT B**

## Audit & Risk Committee Statistical Report

*26 January 2024 - 10 May 2024*

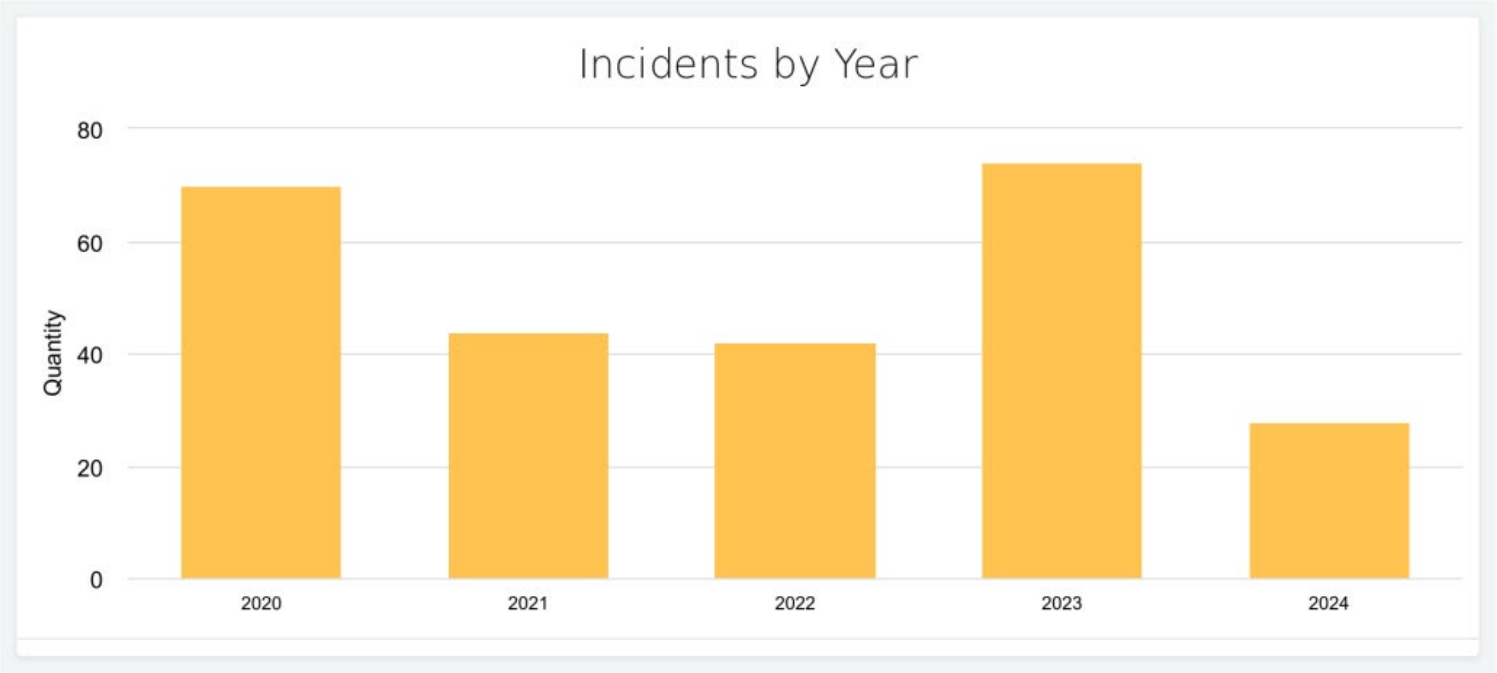


Safety Statistics Report

# Incident Data by Year



26/01/2024 - 10/05/2024



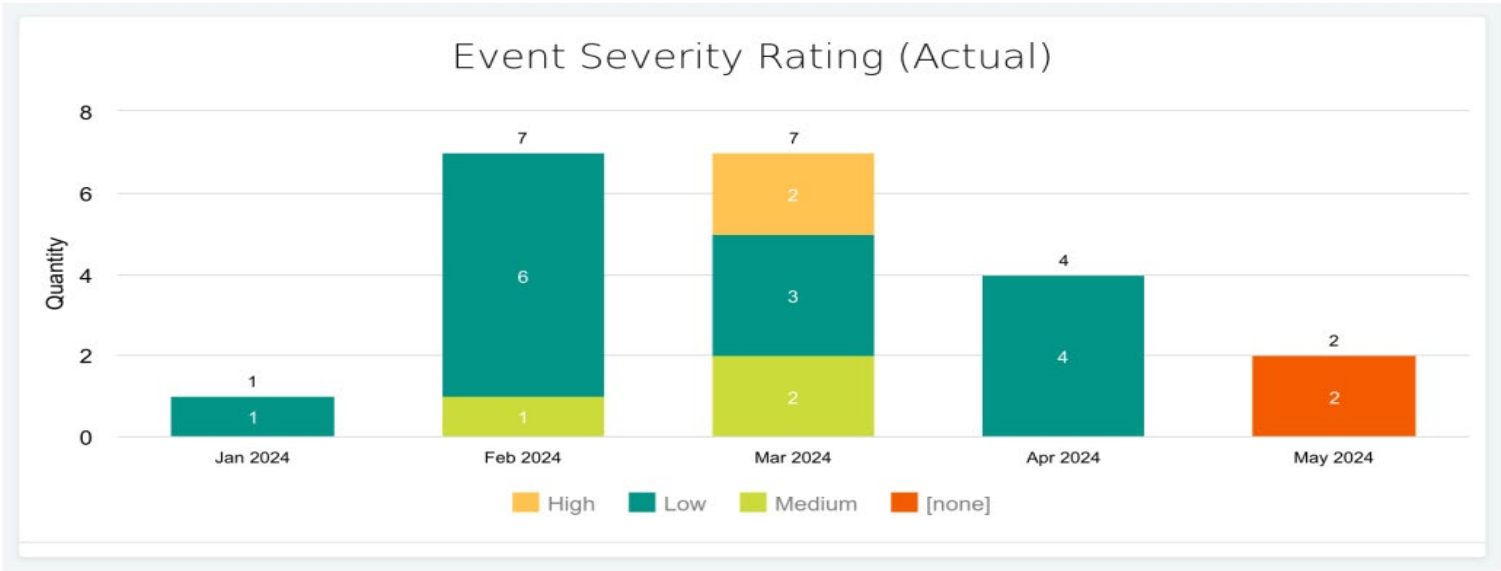
Incidents: 26 January 2024 - 10 May 2024



Total incidents = 21



26/01/2024 - 10/05/2024



Total incident Count:

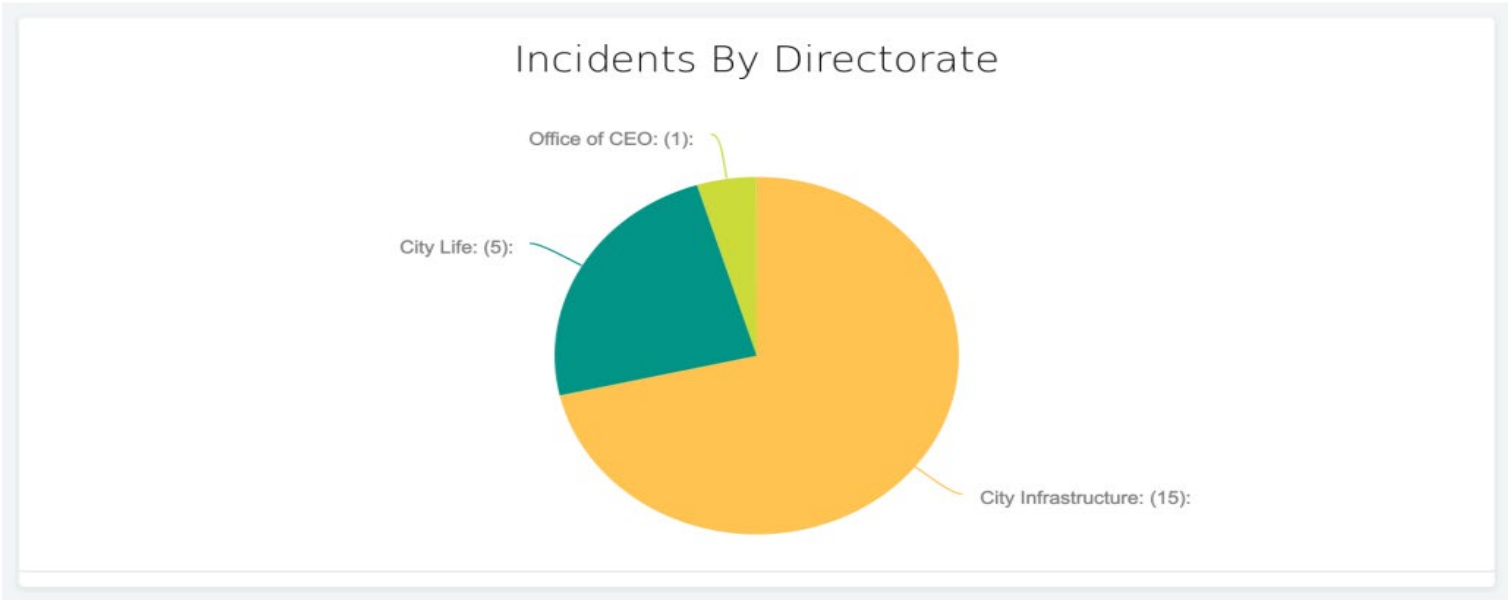
- Jan 24 = 1
- Feb 24 = 7
- Mar 24 = 7
- Apr 24 = 4
- May 24 = 2

\*Note: For the purposes of the above graph event severity rating data is captured from the field “ Actual Incident Category – Rating”.

Incidents: 26 January 2024 - 10 May 2024



26/01/2024 - 10/05/2024



City Development & Sustainability

0/21



City Life

5/21



City Infrastructure

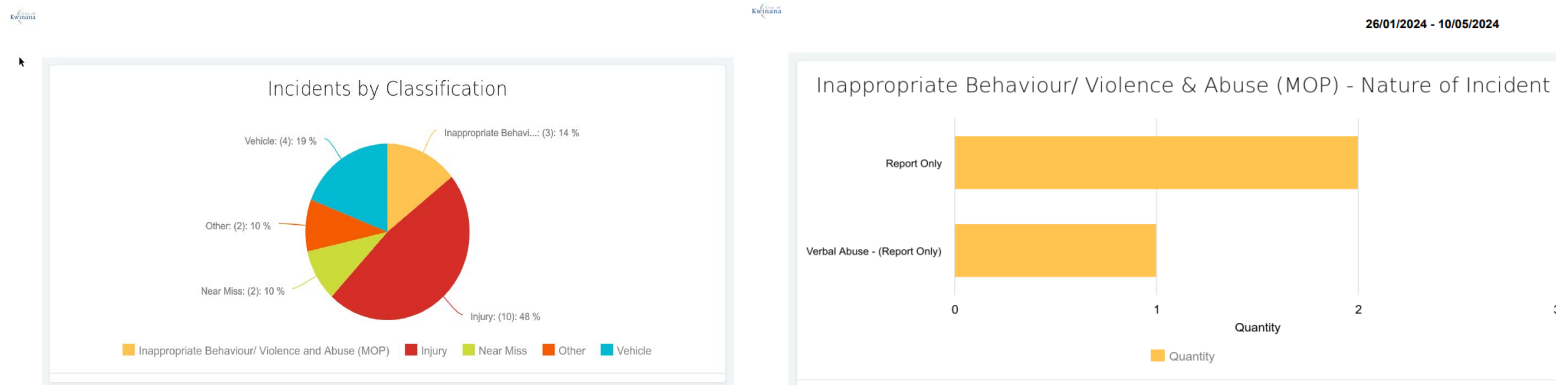
15/21



Office of the CEO

1/21

# Incidents: 26 January 2024 - 10 May 2024



Incidents by clasification can include:

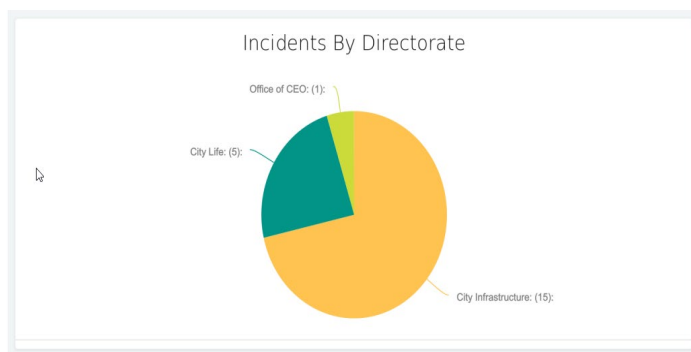
- Inappropriate Behavior/ Violence & Abuse (MOP)
- Injury
- Near Miss
- Environment
- Equipment
- Community Complaint
- Vehicle
- Security
- Other

The 3 incidents listed as “Inappropriate Behavior/ Violence & Abuse (MOP)” are Verbal Abuse Report Only

# Injuries: 26 January 2024 - 10 May 2024

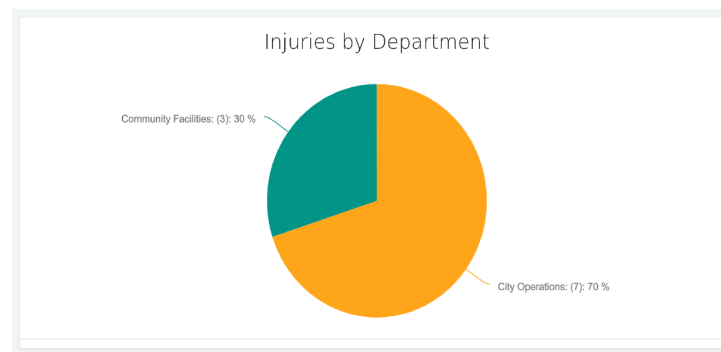
Kwinana

26/01/2024 - 10/05/2024



Kwinana

26/01/2024 - 10/05/2024



## Total Injuries = 10

Out of 21 incidents reported in the Jan - May 2024 - 10 were reported as Injuries.

Injuries by classification can include:

- Report Only
- First Aid Injury
- Medical Treatment Injury
- Restricted Work Injury
- Lost Time Injury

## 8.7 COUNCIL POLICY REVIEW - INVESTMENT POLICY

### SUMMARY

Council policies are high-level statements articulating the intent of the City's strategic objectives as well as guiding the City's operations. Appropriate policies help strengthen the City's governance as well as support consistency in decision-making and outcomes.

Unlike the review of local laws, the *Local Government Act 1995* does not stipulate a specific timeframe for the review of Council policies. However, the City has established processes to ensure timely reviews based on necessity.

High-risk policies are to be reviewed every two years, while lower-risk policies may be reviewed every four years. Policies are required to be updated as needed even if the review timeframe is not due, in response to changes in legislation, procedures, and other relevant factors. The City's commitment to policy review ensures that no policy exceeds a four-year review timeframe, with the respective review dates clearly stated within the Policies reference section.

The Investment Policy – 2022 was due for review November 2024. Local Government Act 1995 Delegations Delegated Authority 1.1.16 Power to Invest contains the following conditions -

All investment activity must comply with the Financial Management Regulation 19C and Council Policies.

- a. A report detailing the investment portfolio's performance, exposures and changes since the last reporting, is to be provided as part of the Monthly Financial Reports.
- b. Procedures are to be systematically documented and retained in accordance with the Record Keeping Plan and must include references that enable recognition of statutory requirements and assign responsibility for actions to position titles.
- c. Procedures are to be administratively reviewed for continuing compliance and confirmed as 'fit for purpose' and subsequently considered by the Audit and Risk Committee at least once within every 3 financial years.

As part of the Regulation 5 Financial Management Review audit in 2023, the current Investment Policy was examined against the Investment Register. Macri Partners found that the intent of the policy is to monitor single entity investment in comparison to the total portfolio of assets, but the policy is not clearly articulated and need to be updated accordingly. While reviewing the Investment Policy to make these changes, changes were also implemented to ensure the City is considering "Green" non-fossil fuel investments as part of the City's Investment portfolio.

As part of the City's policy review process and Regulation 5 Financial Management Review audit log, the following policy has undergone a thorough review and is recommended for adoption by Council:

- Investment Policy (**Attachment A**)

### OFFICER RECOMMENDATION

**That the Audit and Risk Committee in accordance with the *Local Government Act 1995* note and provide comment on the amended Investment Policy as detailed in Attachment A.**



## VOTING REQUIREMENT

Simple majority .

## DISCUSSION

As part of the City's policy review process and Regulation 5 Financial Management Review audit log, the Investment policy has been subject to review and assessment. After careful consideration this policy is now recommended for review by the Audit and Risk Committee and to be subsequently adopted or revoked by Council.

To facilitate this decision-making process, City officers have provided comments and insights related to the Investment policy and have provided comments below.

### **Amended to Investment Policy:**

To facilitate this decision-making process, City officers have provided comments and insights related to the amendments to the Investment policy and have provided comments below regarding the changes:

- As per the Regulation 5 audit recommendations from Macri Partners, the two tables under Portfolio Credit Framework have been combined and percentages(%) refer to *Maximum % of investment with any one institution* and *Maximum % of Total Portfolio* to clearly articulate the investment percentages expected per bank and per risk rating type. The combined table has removed the anomaly that currently exist and has been benchmarked to other similar local governments.
- Additional information has been added under Environmentally and Socially Responsible Investment to ensure that the City is considering lending to eligible non-fossil fuels lending banks.
- Under Portfolio Credit Framework - the percentages per bank have been expanded as majority of eligible non-fossil fuels lending banks have a risk rating of BBB.
- The maximum percentage of investment with any one institution for BBB rated banks has increased from 10% to 20%.
- Maximum percentage of 'Total Portfolio for BBB' rated banks has increased from 20% to 40%. This will encourage investment in eligible non-fossil fuels lending banks while still permitting an acceptable level of risk.
- The percentage of investment in Bendigo Bank Kwinana Community Branch has been increased from 40% to 60% to encourage local investment and to recognise the Kwinana branch's contribution to the community.
- Under Reporting and Performance Monitoring there is an additional requirement to report on non-fossil fuel investment in the monthly financial report as part of the City's Sustainable Framework initiatives.
- Other minor formatting changes were made to align with current policy formatting.

## STRATEGIC IMPLICATIONS

There are no strategic implications as a result of this proposal.

**SOCIAL IMPLICATIONS**

There are no social implications as a result of this proposal.

**LEGAL/POLICY IMPLICATIONS**

*Local Government Act 1995*

*2.7. Role of council*

- (2) *Without limiting subsection (1), the council is to —*
- (a) oversee the allocation of the local government's finances and resources; and*
  - (b) determine the local government's policies.*

**FINANCIAL/BUDGET IMPLICATIONS**

There are no financial implications that have been identified as a result of this report or recommendation.

**ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL/PUBLIC HEALTH IMPLICATIONS**

No environmental or public health implications have been identified as a result of this report or recommendation.

**COMMUNITY ENGAGEMENT**

There are no community engagement implications as a result of this report or recommendation.

**ATTACHMENTS**

- A. Policy - Investment Policy - 2024 [↓](#)



## Council Policy

### Investment Policy



<b>Council Policy</b>	
<u>Legislation/local law requirements</u> <u>Legal Authority</u>	<u>Local Government Act 1995</u> <u>s.2.7 – The Role of Council</u> <u>s.6.14 – Power to invest</u> <u>(1) Money held in the municipal fund or the trust fund of a local government that is not, for the time being, required by the local government for any other purpose may be invested as trust funds may be invested under the Trustees Act 1962 Part III.</u>
<u>Relevant Delegation Department</u>	<u>See Delegated Authority Register</u> <u>Finance</u>
<u>Related policy procedures and documents</u>	

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**Introduction** **1. Title**

The City of Kwinana will invest surplus funds in accordance with the Local Government Act and Council Delegations.

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**Investment Policy****2. Purpose**

To provide a framework for the investment of the City's surplus funds that seeks to maximise the return to the City whilst having due consideration for the risk and security of each investment and social and environmental expectations are met; and ensures that the City's liquidity requirements are being satisfied.

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**Objective**

The purpose of this policy is to:

- Ensure the City takes a conservative approach to the investment of funds but will add value through prudent investment.
- Maximise investment returns.
- Achieve a high level of security of the overall portfolio by using recognised rating criteria.
- Maintain an adequate level of diversification.
- Give preference to investments with institutions that are assessed to have a higher social and environmental responsibility rating.
- Cash flow requirements are maximised without incurring any penalties.

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**3. Scope**

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This policy applies to all of the City's investments.

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## Policy Provisions

### 4. Definitions

**"Authorised Deposit Taking Institution (ADI)"** means the same as that defined in Regulation 19C(1) of the Local Government (Financial Management) Regulations 1996 as amended.

**"Counterparty"** means the other party that participates in a financial transaction.

**"Credit Rating"** means an estimate of overall ability and willingness of an entity or person to fulfil financial obligations in full and on time, based on previous financial dealings. Ratings are opinions issued by credit rating agencies.

**"Environmentally Responsible Investments"** include (but are not limited to) resource efficiency, especially water and energy (including reducing greenhouse gas emissions and renewable energy), Production of environmentally friendly products, Recycling and waste reduction.

**"Foreign Currency"** means a currency other than Australian Dollars (AUD). **"Short-term"** in relation to investments means it matures in 12 months or less. **"Long term"** in relation to investments means it matures in excess of 12 months.

**"Short-term"** in relation to investments means it matures in 12 months or less.

**"Long-term"** in relation to investments means it matures in excess of 12 months.

**"Socially Responsible Investments"** include (but are not limited to) fair trade and provision of a living wage, Equal opportunity employers and those that support the values of communities, indigenous peoples, and minorities, Provision of housing, especially affordable housing, Health and safety, Animal welfare.

### Policy 5.

#### Policy statement

All of the City's investments will be managed in accordance with the following framework.

#### 1. 5.1 Prudent Person Standard

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The investment will be managed with the care, diligence, and skill that a prudent person would exercise. Officers are to manage the investment portfolios to safeguard the portfolios in accordance with the spirit of this Investment Policy, and not for speculative purposes.

## **2. 5.2 Ethics and Conflicts of Interest**

Officers shall refrain from personal activities that would conflict with the proper execution and management of the City's investment portfolio. This policy requires Officers to disclose any conflict of interest to the Chief Executive Officer.

## **3. 5.3 Authorised Investments**

Authorised Investments shall be limited to Australian currency denominated:

- ~~Deposits (including Flexi and At Call deposits) with Authorised Deposit Taking Institutions;~~
- Deposits with Authorised Deposit Taking Institutions (ADIs) as defined in section 5 of the Banking Act 1959 (Commonwealth) with a Standard ~~and~~ Poor's (or its equivalent)
- credit rating of BBB or higher (subject to overall limits) ~~and~~
- ~~the~~ Western Australian Treasury Corporation (WATC);
- ~~for a~~ term not exceeding 3 years;
- Bonds that are guaranteed by the Commonwealth Government or a State or Territory and which have a term not exceeding three years.

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#### 4. 5.4 Prohibited Investments

4.1. 5.4.1 This Investment Policy prohibits any investment carried out for speculative purposes including:

- Derivative based instruments
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forward contracts and swaps of any kind.

4.2. 5.4.2 This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

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4.3.5.4.3 This policy also requires that the City may not do any of the following when investing money, as per §19C of the Local Government (Financial Management) Regulations 1996:

- Deposit with an institution except an authorised institution
- Deposit for a fixed term of more than 3 years
- Invest in bonds that are not guaranteed by the Commonwealth Government or a State or Territory government
- Invest in bonds with a term to maturity of more than 3 years; and
- Invest in a ~~foreign~~ currency other than Australian Dollars (AUD).

## 5. 5.5 Risk Management Guidelines

### 5.1.5.5.1 Portfolio Credit Framework

To control the credit quality on the investment portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

Exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:

<u>S&amp;P Long Term Rating</u>	<u>S&amp;P Short Term Rating</u>	<u>Maximum % with any one Institution</u>	<u>Maximum % of Total Portfolio</u>
<u>Government Guaranteed Deposits</u>	<u>Government Guaranteed Deposits</u>	<u>100%</u>	<u>100%</u>
<u>Bendigo Bank Kwinana Community Branch</u>	<u>Bendigo Bank Kwinana Community Branch</u>	<u>60%</u>	<u>60%</u>
<u>AAA and Bendigo Bank Kwinana Community Branch</u>	<u>A-1+ and Bendigo Bank Kwinana Community Branch</u>	<u>45%</u>	<u>100%</u>
<u>AA</u>	<u>A-1+</u>	<u>45%</u>	<u>100%</u>
<u>A</u>	<u>A-1</u>	<u>25%</u>	<u>60%</u>
<u>BBB+</u>	<u>A-2</u>	<u>20%</u>	<u>40%</u>

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S&P Long-Term Rating	S&P Short-Term Rating	Direct Investment Maximum for category %
AAA and Bendigo Bank Kwinana Community Branch	A-1+ and Bendigo Bank Kwinana Community Branch	400%
AA	A-1+	400%
A	A-1	60%
BBB	A-2	20%

If any of the investments within the portfolio are subject to a credit rating downgrade such that the portfolio credit percentages are no longer compliant with the Investment Policy, or there is a review of this policy, the investment will be divested as soon as practicable.

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### 5.5.2 Portfolio Credit Framework

~~Exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:~~

<del>S&amp;P Long Term Rating</del>	<del>S&amp;P Short Term Rating</del>	<del>Direct Investment Maximum for category %Maximum % with any one Institution</del>	<del>Maximum % of Total Portfolio</del>
<del>Government Guaranteed Deposits</del>	<del>Government Guaranteed Deposits</del>	<del>100%</del>	<del>100%</del>
<del>AAA and Bendigo Bank Kwinana Community Branch</del>	<del>A 1+ and Bendigo Bank Kwinana Community Branch</del>	<del>45%</del>	<del>100%</del>
<del>AA</del>	<del>A 1+</del>	<del>45%</del>	<del>100%</del>
<del>A</del>	<del>A 1</del>	<del>25%</del>	<del>60%</del>
<del>BBB</del>	<del>A 2</del>	<del>10%20%</del>	<del>40%</del>
<del>BBB &amp; below</del>		<del>Nil</del>	<del>Nil</del>

If any of the investments within the portfolio are subject to a credit rating downgrade such that the portfolio credit percentages are no longer compliant with the Investment Policy, or there is a review of this policy, the investment will be divested as soon as practicable.

~~If any of the investments within the portfolio are subject to a credit rating downgrade such that the portfolio credit percentages are no longer compliant with the Investment Policy, or there is a review of this policy, the investment will be divested as soon as practicable.~~

### 5.2.5.32 Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

Investment Type	Term to Maturity
-----------------	------------------

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ADI Deposits	≤ 3 years
State/Commonwealth Government Bonds	≤ 3 years

**5.5.43** Exceptions – Bendigo Bank – Kwinana Community Bank Branch. To recognise the contributions made to the community of Kwinana the following exceptions apply to the Bendigo Bank – Kwinana Community Bank Branch.

**Under this policy Bendigo Bank - Kwinana Community Branch have the same limitations provided for in section 5.5.1 Portfolio Credit Framework as the highest S&P long and short term rating. The maximum exposure to the Bendigo Bank - Kwinana Community Bank Branch as a single entity/institution is limited to a maximum direct investment of 4560%/%.**

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**6. ~~5-6~~ Professional Advice**

**6.1. ~~5-6.1~~** The City may from time to time engage the services of suitably qualified investment professionals to provide assistance in investment strategy formulation, portfolio implementation and monitoring.

**6.2. ~~5-6.2~~** Any such advisor must be licensed by the Australian Securities and Investment Commission and be within the allocated budget. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of this Investment Policy.

**6.3. ~~5-6.3~~** Any independent advisor engaged by the City is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

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## 7. ~~5.7~~ Reporting and Performance Monitoring

~~7.1. 5.7.1~~ A monthly report will be provided to Council in conjunction with the monthly Statement of Financial Activity. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

~~5.7.2 This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes.~~

~~7.2. 5.7.32~~ Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

~~7.3. 5.7.43~~ Certificates must be obtained from the financial institutions confirming the amounts of investments held on the City's behalf as at 30 June, ~~each year and reconciled to the Investment Register.~~

~~7.4. 5.7.4 The monthly financial statement and reports will include the percentage of funds in fossil fuel free (green) banks investments. The report will review exposure to non-fossil fuel investment risk.~~

## 8. ~~5.8~~ Environmentally and Socially Responsible Investment

The investment should align to Council values through Environmentally ~~Responsible Investments and Responsible Investment and~~ Socially Responsible Investment, subject to meeting the other objectives of this policy.

~~The City will ensure its financial investments consider the reduction of fossil fuels, by investing with non-fossil fuel lending banks. The City will refer to the research of third-party bank services to determine eligible non-fossil fuels lending banks.~~

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**OFFICER USE ONLY**

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<u>Responsible Team</u>	<u>Finance</u>
<u>Initial Council adoption</u>	Date: <u>&lt;initial adoption date&gt;8 April 2009</u> Ref#: <u>473&lt;CM Ref&gt;</u>
<u>Reviewed/amended</u>	Date: <u>&lt;approval date&gt;10 June 2024</u> Ref#: <u>&lt;CM Ref&gt;</u>
<u>Next Review Date</u>	Date: <u>&lt;next review date&gt;</u>
<u>Policy Document Number</u>	<u>D12/63257[v6]**/***</u>

**6. References**

<u>Date of adoption and resolution No.</u>	<u>08/04/2009 #473</u>
<u>Review dates and resolution No.</u>	<u>28/04/2010 #105</u> <u>11/07/2012 #163</u> <u>13/09/2017 #586</u> <u>11/11/2022 #263</u> <u>25/03/2024</u>

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Next review due date	11/11/2024
Related documents	<b>Acts/Regulations</b>  Local Government Act 1995  Local Government (Financial Management) Regulations 1996  <del>The Trustees Amendment Act 1997 – Part III Investments</del>  <b>Delegated Authority</b>  4.1.21 Power to Invest

~~Note: Changes to references may be made without the need to take the Policy to Council for review.~~

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# Council Policy

## Investment Policy



Legislation/local law requirements	<i>Local Government Act 1995</i> s.2.7 – Role of council s.6.14 – Power to invest
Relevant Delegation	See Delegated Authority Register
Related policy procedures and documents	

### Introduction

The City of Kwinana will invest surplus funds in accordance with the Local Government Act and Council Delegations.

### Purpose

To provide a framework for the investment of the City's surplus funds that seeks to maximise the return to the City whilst having due consideration for the risk and security of each investment and social and environmental expectations are met; and ensures that the City's liquidity requirements are being satisfied.

### Objective

The purpose of this policy is to:

- Ensure the City takes a conservative approach to the investment of funds but will add value through prudent investment.
- Maximise investment returns.
- Achieve a high level of security of the overall portfolio by using recognised rating criteria.
- Maintain an adequate level of diversification.
- Give preference to investments with institutions that are assessed to have a higher social and environmental responsibility rating.
- Cash flow requirements are maximised without incurring any penalties

### Scope

This policy applies to all of the City's investments.

## Policy Provisions

### Definitions

**Authorised Deposit Taking Institution (ADI)** means the same as that defined in Regulation 19C(1) of the Local Government (Financial Management) Regulations 1996 as amended.

**counterparty** means the other party that participates in a financial transaction.

**credit rating** means an estimate of overall ability and willingness of an entity or person to fulfil financial obligations in full and on time, based on previous financial dealings. Ratings are opinions issued by credit rating agencies.

**Environmentally Responsible Investments** include (but are not limited to) resource efficiency, especially water and energy (including reducing greenhouse gas emissions and renewable energy), production of environmentally friendly products, recycling and waste reduction.

**short-term** in relation to investments means it matures in 12 months or less.

**long-term** in relation to investments means it matures in excess of 12 months.

**Socially Responsible Investments** include (but are not limited to) fair trade and provision of a living wage, equal opportunity employers and those that support the values of communities, indigenous peoples, and minorities, provision of housing, especially affordable housing, health and safety, animal welfare.

### Policy

All of the City's investments will be managed in accordance with the following framework.

#### 1. Prudent Person Standard

The investment will be managed with the care, diligence, and skill that a prudent person would exercise. Officers are to manage the investment portfolios to safeguard the portfolios in accordance with the spirit of this Investment Policy, and not for speculative purposes.

#### 2. Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of the City's investment portfolio. This policy requires Officers to disclose any conflict of interest to the Chief Executive Officer.

#### 3. Authorised Investments

Authorised Investments shall be limited to Australian currency denominated:

- Deposits with Authorised Deposit Taking Institutions (ADIs) as defined in section 5 of the Banking Act 1959 (Commonwealth) with a Standard and Poor's (or its equivalent)
- credit rating of BBB or higher (subject to overall limits);
- Western Australian Treasury Corporation (WATC);
- term not exceeding 3 years;
- Bonds that are guaranteed by the Commonwealth Government or a State or Territory and which have a term not exceeding three years.

#### 4. Prohibited Investments

**4.1.** This Investment Policy prohibits any investment carried out for speculative purposes including:

- Derivative based instruments
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand-alone securities issued that have underlying futures, options, forward contracts and swaps of any kind.

**4.2.** This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

**4.3.** This policy also requires that the City may not do any of the following when investing money, as per 19C of the Local Government (Financial Management) Regulations 1996:

- Deposit with an institution except an authorised institution
- Deposit for a fixed term of more than 3 years
- Invest in bonds that are not guaranteed by the Commonwealth Government or a State or Territory government
- Invest in bonds with a term to maturity of more than 3 years; and
- Invest in a currency other than Australian Dollars (AUD).

#### 5. Risk Management Guidelines

##### 5.1. Portfolio Credit Framework

To control the credit quality on the investment portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

Exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:

<b>S&amp;P Long Term Rating</b>	<b>S&amp;P Short Term Rating</b>	<b>Maximum % with any one Institution</b>	<b>Maximum % of Total Portfolio</b>
Government Guaranteed Deposits	Government Guaranteed Deposits	100%	100%
Bendigo Bank Kwinana Community Branch	Bendigo Bank Kwinana Community Branch	60%	60%
AAA	A-1+	45%	100%
AA	A-1+	45%	100%
A	A-1	25%	60%
BBB	A-2	20%	40%

If any of the investments within the portfolio are subject to a credit rating downgrade such that the portfolio credit percentages are no longer compliant with the Investment Policy, or there is a review of this policy, the investment will be divested as soon as practicable.

## 5.2. Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

Investment Type	Term to Maturity
ADI Deposits	≤ 3 years
State/Commonwealth Government Bonds	≤ 3 years

5.3 Exceptions – Bendigo Bank – Kwinana Community Bank Branch. To recognise the contributions made to the community of Kwinana the following exceptions apply to the Bendigo Bank – Kwinana Community Bank Branch.

**Under this policy Bendigo Bank - Kwinana Community Branch have the limitations provided for in section 5.1 Portfolio Credit Framework. The maximum exposure to the Bendigo Bank - Kwinana Community Bank Branch as a single entity/institution is limited to a maximum direct investment of 60%.**

## 6. Professional Advice

- 6.1. The City may from time to time engage the services of suitably qualified investment professionals to provide assistance in investment strategy formulation, portfolio implementation and monitoring.
- 6.2. Any such advisor must be licensed by the Australian Securities and Investment Commission and be within the allocated budget. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of this Investment Policy.
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## 7. Reporting and Performance Monitoring

- 7.1.** A monthly report will be provided to Council in conjunction with the monthly Statement of Financial Activity. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.
- 7.2.** Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.
- 7.3.** Certificates must be obtained from the financial institutions confirming the amounts of investments held on the City's behalf as at 30 June.
- 7.4.** The report will review exposure to non-fossil fuel investment risk.

## 8. Environmentally and Socially Responsible Investment

The investment should align to Council values through Environmentally Responsible Investments and Socially Responsible Investment, subject to meeting the other objectives of this policy.

The City will ensure its financial investments consider the reduction of fossil fuels, by investing with non-fossil fuel lending banks. The City will refer to the research of third-party bank services to determine eligible non-fossil fuels lending banks.

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Responsible Team	Finance
Initial Council adoption	Date: 8 April 2009      Ref#: 473
Reviewed/amended	Date: 10 June 2024      Ref#: <CM Ref>
Next Review Date	Date: <next review date>
Policy Document Number	D12/63257[v6]

**9 LATE AND URGENT BUSINESS**

Note: In accordance with Clauses 3.13 and 3.14 of Council's Standing Orders, only items resolved by Council to be Urgent Business will be considered.

**10 ANSWERS TO QUESTIONS WHICH WERE TAKEN ON NOTICE**

**11 CLOSE OF MEETING**