



City of Nedlands

# ***Minutes***

## ***Audit and Risk Committee Meeting***

***7 October 2014***

### **ATTENTION**

**These minutes are subject to confirmation**

This is a committee which has only made recommendations to Council. No action should be taken on any recommendation contained in these Minutes. The Council resolution pertaining to an item will be made at the Ordinary Council Meeting next following this meeting.

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## City of Nedlands

**Minutes of a meeting of the Audit and Risk Committee held at the City of Nedlands in the Council Meeting Room at 71 Stirling Hwy, Nedlands on Tuesday 7<sup>th</sup> October 2014 at 6.00 pm.**

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### **Declaration of Opening**

The Presiding Member declared the meeting open at 6.00 pm and drew attention to the disclaimer below.

### **Present and Apologies and Leave Of Absence (Previously Approved)**

<b>Committee</b>	Councillor I S Argyle	(Presiding Member/ Dalkeith Ward)
<b>Members</b>	His Worship the Mayor	R M Hipkins
	Councillor T James	Melvista Ward
	Councillor L McManus	Coastal Districts Ward
	Councillor B Hodsdon (6:04pm)	Hollywood Ward
<b>Staff</b>	Mr G Trevaskis	Chief Executive Officer
	Mr M Cole	Director Corporate & Strategy
	Mr R Senathirajah	Manager Finance
<b>Press</b>	Nil.	
<b>Apologies</b>	Ken Eastwood	Community Member
<b>Absent</b>	Nil.	
<b>Guests</b>	James Manning	BDO
	Tony Macri	Macri Partners
	Terry Tan	Macri Partners

### **Disclaimer**

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. For example by reference to the confirmed Minutes of Council meeting. Members of the public are also advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

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**1. Public Question Time**

There were no public questions received.

**2. Addresses by Members of the Public (only for items listed on the agenda)**

There were no addresses by members of the public

**3. Disclosures of Financial Interest**

The Presiding Member to remind Councillors and Staff of the requirements of Section 5.65 of the *Local Government Act* to disclose any interest during the meeting when the matter is discussed.

There were no disclosures of financial interests.

**4. Disclosures of Interests Affecting Impartiality**

The Presiding Member to remind Councillors and Staff of the requirements of Council's Code of Conduct in accordance with Section 5.103 of the *Local Government Act*.

Councillors and staff are required, in addition to declaring any financial interests to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

There were no disclosures of interests affecting impartiality.

**5. Declarations by Members That They Have Not Given Due Consideration to Papers**

There were no declarations by members received.

**6. Confirmation of Minutes**

**6.1 Audit and Risk Committee Meeting 29 July 2014**

The minutes of the Audit and Risk Committee held on 29 July 2014 to be confirmed.

Moved – Councillor McManus  
Seconded – Councillor James

**The Minutes of the Audit and Risk Committee held 29 July 2014 are confirmed**

**CARRIED UNANIMOUSLY 4/-**

**7. Items for Discussion**

Note: Regulation 11(da) of the *Local Government (Administration) Regulations 1996* requires written reasons for each decision made at the meeting that is significantly different from the relevant written recommendation of a committee or an employee as defined in section 5.70, but not a decision to only note the matter or to return the recommendation for further consideration.

*Councillor Hodsdon joined the meeting at 6:04pm.*

## 7.1 ANNUAL FINANCIAL REPORT

The Presiding Member invited Mr A Maric to address the Committee and speak to his Auditors Report.

### Executive Summary

The Annual Financial Report for the year ended 30 June 2014, including the Independent Auditor's Report, is presented to the Audit & Risk Committee for its review. The Committee is requested to recommend to Council that it be received, and be included as part of the City's Annual Report for discussion at the Annual Electors' Meeting.

Moved – Councillor McManus  
Seconded – Councillor James

**That the Recommendation to Committee is adopted.**

(Printed below for ease of reference

**CARRIED UNANIMOUSLY 5/-**

### Recommendation to Committee / Council

#### Council

1. In accordance with the provisions of *Section 5.54 of the Local Government Act 1995*, accepts the Financial Report of the City of Nedlands for the Year ended 30 June 2014 comprising:
  - a. the Annual Financial Statements; and
  - b. the Auditor's Report
2. Refers the Financial Report for the year ended 30 June 2014 to the Annual General Meeting of Electors of the City of Nedlands.

*Mr Macri and Mr Tan then left the meeting and did not return.*

### Strategic Plan

KFA: Governance and Civic Leadership

The report enables Council to assess the financial performance of the City and compliance with the relevant statutory obligations.

## Background

*Section 5.53 of the Local Government Act 1995* requires a Local Government to prepare an Annual Report for each financial year. The Annual Report is to contain a report from the Mayor, a report from the Chief Executive Officer, the Financial Report for the Financial Year, the Auditor's Report for the Financial Year, a number of other matters in relation to principal activities and such other information as may be prescribed.

Once received Council is then required by *Section 5.27 of the Local Government Act 1995* to hold a General Meeting of Electors once every financial year to discuss the contents of the Annual Report for the previous financial year and any other general business.

## Proposal Detail

Attached is the Financial Report for the year ended 30 June 2014 including the Independent Auditor's Report.

The Financial Report comprising the Annual Financial Statements for the year ended 30 June 2014 was completed and submitted to Council's Auditor Macri Partners who completed their audit in September 2014.

## Consultation

Required by legislation: Yes  No X

Required by City of Nedlands policy: Yes  No X

## Legislation

*Sections 5.27, 5.29, 5.53, 5.54 and 6.4 of the Local Government Act 1995* respectively deal with the requirement for a General Meeting of Electors each financial year and the requirement for an Annual Financial Report.

## Budget/Financial implications

### Financial Performance

In terms of Financial Performance the City completed the year with an operating surplus of \$1,825,151. This compares with an operating surplus of \$3,348,500 in the budget adopted in June 2013. The Operating Statement includes all operating revenues and expenses, both cash and non-cash, as well as grants and contributions for acquisition of assets. In terms of setting its rates Council does not budget to raise rates to recover the non-cash costs of depreciation but does budget to generate sufficient operating revenue to fund its capital works program.

There were several significant factors contributing to the unfavourable variance of actual to adopted budget. The operating revenues, excluding contributions for capital acquisitions, were better than budget by \$25,098. The operating expenses show savings of \$313,953. However, grants and contributions received for capital acquisitions, together with net profit on asset disposals, were below the budget by \$1,862,400.

The significant reasons for the variances are:

### **Revenue**

1. Operating Grants and Contributions show a shortfall of \$261,653 compared to the Budget. This is because part of the operating grant from WA Grants Commission budgeted for 2013/14 financial year was received and recognised as revenue towards the end of the previous financial year. If the grant from the WA Grants Commission is discounted, the City received \$151,874 more from contributions and reimbursements than the amount in the adopted Budget.
2. Fees and Charges raised were better than budget by \$545,431 (8.0%), with sanitation, child care, and cultural activities as well as the hire of recreational facilities as the major contributors to the increased fees.
3. The City earned \$316,157 (29.7%) less than budgeted from the investment of funds surplus to its immediate requirements. This was due to a drop in interest rates by banks, coupled with the restrictions on placement of the funds to the "big four" banks and the maximum percentage that can be placed with any one institution.
4. Rates levied were \$198,872 (1.0%) less than what was anticipated at the time of Budget adoption. The decrease was partly due to the successful appeal by the Australian Institute of Management to have its property treated as rate-exempt, as well as a system error in the rates modelling with respect to vacant land.
5. Other Revenue was more than Budget by \$256,349. This was largely due the increased level of WESROC activities which brought in increased contributions from other WESROC local governments, a grant of \$50,000 linked to the proposed Local Government Reform, the lease of parking area to Hollywood Private Hospital, and the recognition as revenue of sums held as retentions for works since carried out by the City.



## Operating Expenses

1. The operating expenses for the year were \$27,775,847. Compared to the Budget of \$28,089,800, this is an overall 'savings' of \$313,953 (1.1 %).
2. Employee costs were up by \$818,017 (7.7 %) compared to the Budget. This is partly due to the increase in salaries paid and partly due to the adjustments needed to be made to the Long Service Leave provisions.
3. Materials and Contracts costs are down by \$1,151,430 (11.5%) compared to the Budget. This is partly due to the deferment of some operating projects due to factors outside the City's control, less use of outsourced services, and savings due to a new Waste Services contract in place from December 2013.
4. Insurance expenses have come down by \$65,618. The drop in premiums reflect the City's improved risk managed practices resulting in fewer claims by the City.
5. Other Expenditure is up by \$148,690. This was due to the increase in Elected Members' fees and allowances recommended by the Salaries Tribunal after the Budget had been adopted in June 2013, which more than offset savings in some of the other elements under this heading.

## Capital Works

During the financial year the City spent \$6.71 million in carrying out its capital works program. The major share of the funds, \$4.70 million, was utilised in improving infrastructure assets – roads, footpaths, drainage, parks and gardens – with another \$2.01 million used for upgrading and renovating the City's buildings and purchase of plant and equipment.

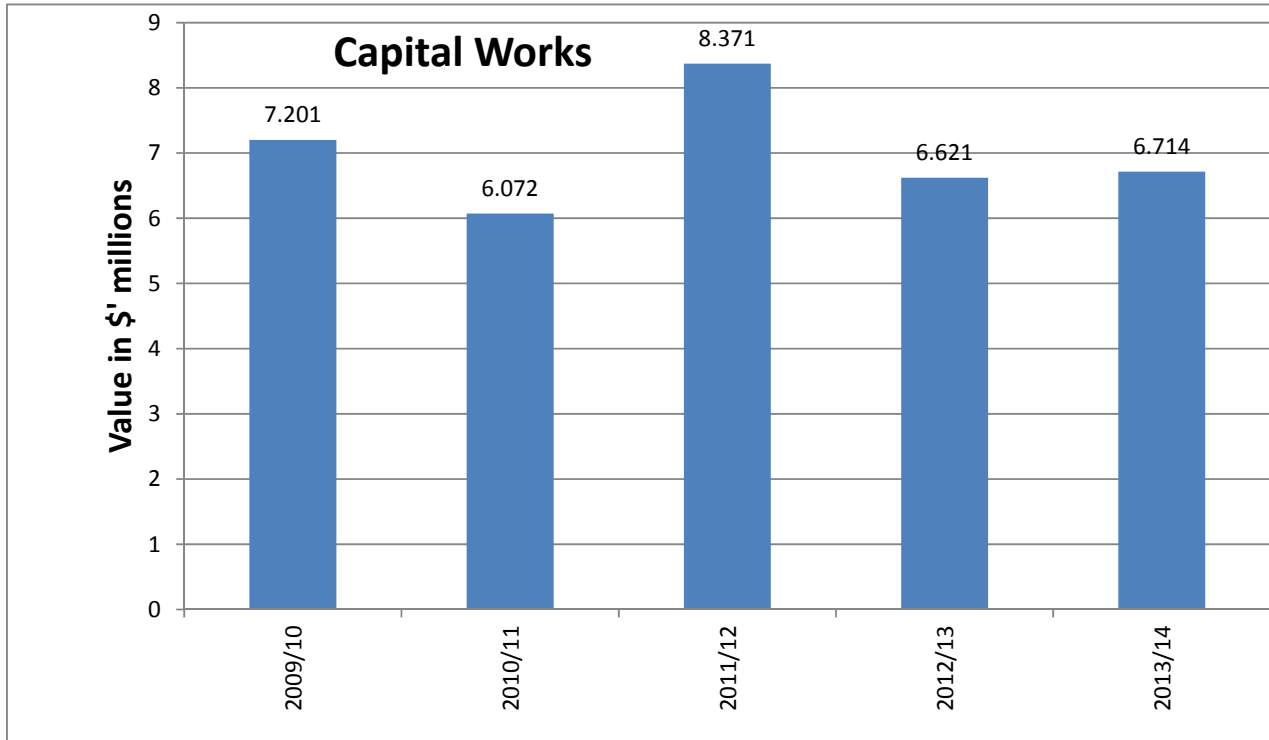
The original capital budget for the year was \$8.64 million. During the mid-year Budget Review this was amended to \$8.10 million. However, a number of projects were not completed during the year and are carried forward to 2014/15. Some of these have been re-budgeted in the 2014/15 budget adopted in June 2014; the funds carried over for those that have not been re-budgeted include:

Doonan Road	- \$ 165,600
West Coast Highway	- \$ 132,900
Stirling Highway /Hampden	- \$ 550,000
Elizabeth Street	- \$ 11,900
Brockway / Brookdale	- \$ 45,300
Riverview Ct Drainage	- \$ 16,000
Maisonettes (Carports and Store)	- \$ 120,000
Daran Park Irrigation Control	- \$ 94,000

College Park Bicycle Facility	- \$	63,900
Pt Resolution Playground	- \$	67,000

Of the total funds expended on capital works, \$536,000 were from grants and contributions. The balance was made up of operating surplus, sale of plant, and depreciation write-back.

The values of capital works completed in each of the past 5 years is shown in the following chart. It is to be noted that the high value of capital works in 2011/12 was due to the renovation of John Leckie Pavilion that year.



**Revaluation of Assets**

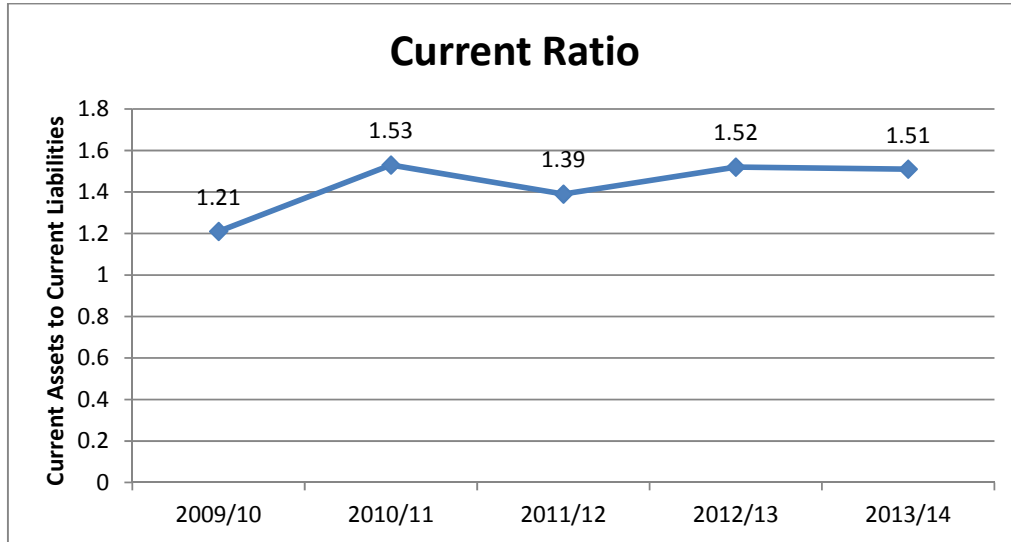
The City’s Accounting Policy, as well as the Australian Accounting Standards, requires asset classes to be revalued on a regular basis such that the carrying values in the books are not materially different from fair value. Towards the end of 2013/14 financial year the City appointed Griffin Valuation Advisory, independent professional Valuers, to determine the fair value of the City’s Land and Buildings. Based on the outcome of the revaluation, the relevant asset records have been amended effective 30 June 2014. The impact of the revaluation is the recognition in Other Comprehensive Income of a notional gain of \$5,630,407, and a corresponding increase in the Asset Revaluation Reserves.

It is to be noted that the revaluation does not have any impact on the cash position of the City.

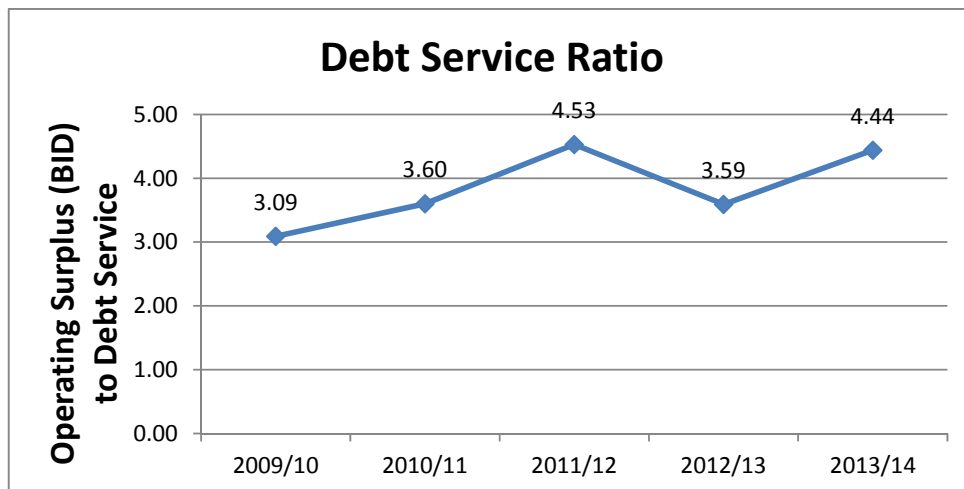
**Financial Performance Indicators**

The Financial Ratios in Note 18 to the accounts give an overview of the financial performance of the City in 2013/14 compared with the previous two years. Three of the key indicators are charted below, for the past 5 years.

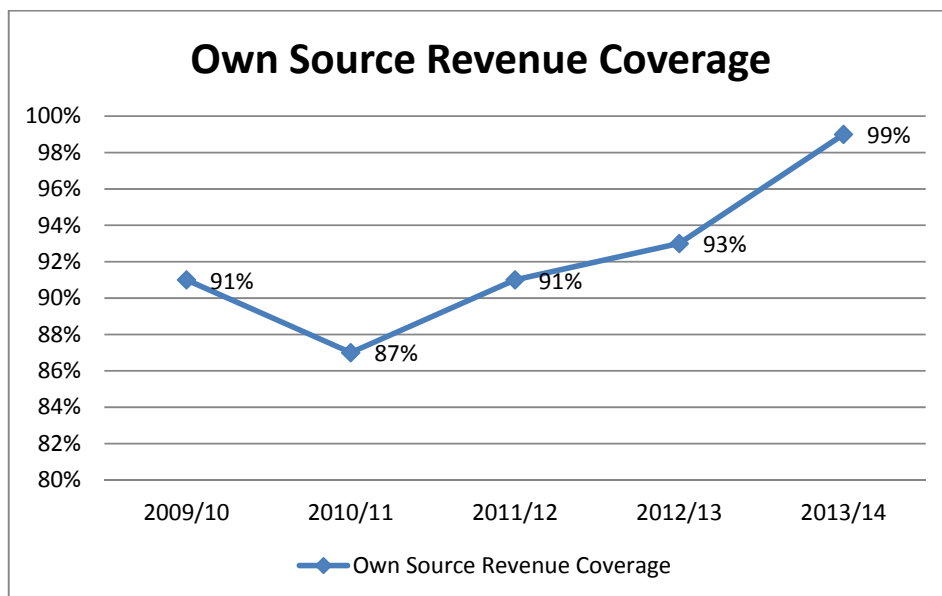
**Current Ratio** - The Current Ratio is a liquidity ratio which indicates the ability of the City to meet its short-term financial obligations out of unrestricted current assets. A ratio greater than 1.00 is preferred. The chart shows that the City has had good liquidity levels of 1.21 to 1.53 over the past 5 years.



**Debt Service Cover Ratio** - The Debt Service Cover Ratio measures the capacity of the City to service its debt (principal and interest, as they become due) out of its available operating surplus before interest and depreciation. A basic standard is achieved if the ratio is equal to or greater than 2. The City's debt service cover ratio was 4.44 for 2013/14, and has been above 3.09 for the past 5 years.



**Own Source Coverage Ratio** - This ratio is a measure of the City's ability to cover its costs through its own revenue efforts – rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets. A ratio in the 60% to 90% range is considered healthy for medium sized local governments without a major source of user-pay fee revenue like parking. The City's Own Source Coverage Ratio has averaged around the upper limit of the range over the past five years.



### Receivables

One of the risk factors evaluated in the Notes to the Accounts (Note 32) is receivables – the risk that the debts may not be collected by the City.

Credit risk on rates and annual charges is minimal as they are charges on the associated properties, and the City has the ability to recover these debts from the sale of the properties if necessary. The percentage of receivables other than rates shows that the overdue percentage has decreased from 77.03% in 2013 to 48.62% in 2014. The overdue amount has also decreased from \$154,611 in 2013 to \$147,523 in 2014. Of the overdue amount in 2014, 75% is made up of uncollected infringements.

### Audit Report

The City's Auditor, Macri Partners, have completed the audit of the Annual Financial Statements in line with current Australian Standards and have stated that they will give an Unqualified Opinion following the meeting with the Audit and Risk Committee.

### Risk Management

Not applicable.

**Conclusion**

That the Committee recommends to Council the acceptance of the Financial Report for the City of Nedlands for the year ended 30 June 2014 comprising the Financial Report and the Auditor's Report.

**Attachments**

1. Annual Financial Report for the year ended 30 June 2014; and
2. Audit Completion Report by Macri Partners

**CITY OF NEDLANDS**  
**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

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**CITY OF NEDLANDS  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**LOCAL GOVERNMENT ACT 1995  
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996**

**STATEMENT BY CHIEF EXECUTIVE OFFICER**

The attached financial report of the City of Nedlands being the annual financial report and other information for the financial year ended 30 June 2014 are in my opinion properly drawn up to present fairly the financial position of the City of Nedlands at 30th June 2014 and the results of the operations for the financial year then ended in accordance with the Australian Accounting Standards and comply with the provisions of the Local Government Act 1995 and the regulations under that Act.

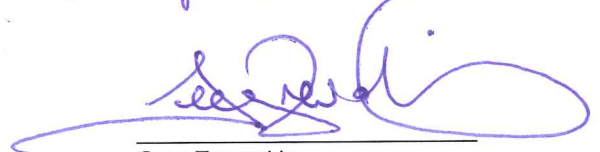
Signed as authorisation of issue on the

30<sup>th</sup>

day of

September

2014



Greg Trevaskis  
Chief Executive Officer

**CITY OF NEDLANDS**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY NATURE OR TYPE**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

	NOTE	2014 \$	2014 Budget \$	2013 \$
<b>Revenue</b>				
Rates	22	19,140,028	19,338,900	17,900,311
Operating Grants, Subsidies and Contributions	28	1,614,147	1,875,800	1,884,311
Fees and Charges - Sanitation	27	3,602,873	3,587,100	3,615,868
Fees and Charges - Others	27	3,518,258	2,988,600	2,856,945
Interest Earnings	2(a)	747,043	1,063,200	894,142
Other Revenue		<u>370,149</u>	<u>113,800</u>	<u>154,480</u>
		28,992,498	28,967,400	27,306,056
<b>Expenses</b>				
Employee Costs		(11,417,917)	(10,599,900)	(10,267,931)
Materials and Contracts		(8,849,070)	(10,000,500)	(9,839,168)
Utility Charges		(845,156)	(895,200)	(813,551)
Depreciation on Non-Current Assets	2(a)	(5,165,836)	(5,169,800)	(4,843,963)
Interest Expenses	2(a)	(302,196)	(311,800)	(358,615)
Insurance Expenses		(363,682)	(429,300)	(360,134)
Other Expenditure		<u>(831,990)</u>	<u>(683,300)</u>	<u>(620,549)</u>
		<u>(27,775,847)</u>	<u>(28,089,800)</u>	<u>(27,103,911)</u>
		1,216,651	877,600	202,145
Non-Operating Grants, Subsidies and Contributions				
	28	535,897	2,397,100	914,045
Profit on Asset Disposals	20	81,567	95,800	20,468
Loss on Asset Disposals	20	<u>(8,964)</u>	<u>(22,000)</u>	<u>(29)</u>
<b>NET RESULT</b>		1,825,151	3,348,500	1,136,629
<b>Other Comprehensive Income</b>				
Changes on Revaluation of Non-Current Assets	12	5,630,407	-	458,442
<b>Total Other Comprehensive Income</b>		<u>5,630,407</u>	<u>-</u>	<u>458,442</u>
<b>Total Comprehensive Income</b>		<u><u>7,455,558</u></u>	<u><u>3,348,500</u></u>	<u><u>1,595,071</u></u>

This statement is to be read in conjunction with the accompanying notes.



**CITY OF NEDLANDS**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**BY PROGRAM**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

	NOTE	2014 \$	2014 Budget \$	2013 \$
<b>Revenue</b>				
Governance		388,732	147,900	203,178
General Purpose Funding		20,373,959	21,180,700	19,659,768
Law, Order, Public Safety		103,926	72,200	60,664
Health		157,183	62,800	95,309
Education and Welfare		1,567,879	1,431,000	1,362,059
Community Amenities		4,261,633	4,205,100	4,167,728
Recreation and Culture		736,621	613,400	645,042
Transport		499,131	522,600	519,143
Economic Services		880,323	719,100	578,153
Other Property and Services		23,111	12,600	15,012
	<b>2(a)</b>	<u>28,992,498</u>	<u>28,967,400</u>	<u>27,306,056</u>
<b>Expenses</b>				
Governance		(2,509,931)	(1,821,100)	(1,786,031)
General Purpose Funding		(243,448)	(157,600)	(211,844)
Law, Order, Public Safety		(944,863)	(935,100)	(873,666)
Health		(558,257)	(431,100)	(418,897)
Education and Welfare		(2,112,326)	(2,414,200)	(2,509,624)
Community Amenities		(4,969,292)	(5,594,000)	(5,286,980)
Recreation & Culture		(7,294,138)	(7,066,000)	(7,246,473)
Transport		(4,656,794)	(4,809,000)	(4,576,164)
Economic Services		(3,783,920)	(3,626,200)	(3,554,070)
Other Property and Services		(400,682)	(923,700)	(281,547)
	<b>2(a)</b>	<u>(27,473,651)</u>	<u>(27,778,000)</u>	<u>(26,745,296)</u>
<b>Financial Costs</b>				
General Purpose Funding		(302,196)	(311,800)	(358,615)
	<b>2(a)</b>	<u>(302,196)</u>	<u>(311,800)</u>	<u>(358,615)</u>
<b>Non-Operating Grants, Subsidies and Contributions</b>				
Education and Welfare		90,795	-	-
Community Amenities		-	200,000	-
Recreation & Culture		55,819	289,300	258,263
Transport		389,283	1,907,800	655,782
		<u>535,897</u>	<u>2,397,100</u>	<u>914,045</u>
<b>Profit/(Loss) on Disposal of Assets</b>				
Governance		-	-	(29)
Other Property and Services		72,603	73,800	20,468
		<u>72,603</u>	<u>73,800</u>	<u>20,439</u>
<b>Net Result</b>		<u>1,825,151</u>	<u>3,348,500</u>	<u>1,136,629</u>
<b>Other Comprehensive Income</b>				
Changes on revaluation of non-current assets	12	5,630,407	-	458,442
<b>Total Other Comprehensive Income</b>		<u>5,630,407</u>	<u>-</u>	<u>458,442</u>
<b>Total Comprehensive Income</b>		<u><u>7,455,558</u></u>	<u><u>3,348,500</u></u>	<u><u>1,595,071</u></u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF NEDLANDS  
STATEMENT OF FINANCIAL POSITION  
AS AT 30TH JUNE 2014**

	NOTE	2014 \$	2013 \$
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	3	9,513,653	9,264,584
Trade and Other Receivables	4	725,479	1,186,140
Inventories	5	30,555	13,522
<b>TOTAL CURRENT ASSETS</b>		<u>10,269,687</u>	<u>10,464,246</u>
<b>NON-CURRENT ASSETS</b>			
Other Receivables	4	351,360	332,710
Property, Plant and Equipment	6	65,384,132	59,668,201
Infrastructure	7	74,632,023	73,432,117
<b>TOTAL NON-CURRENT ASSETS</b>		<u>140,367,515</u>	<u>133,433,028</u>
<b>TOTAL ASSETS</b>		<u>150,637,202</u>	<u>143,897,274</u>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	8	1,705,522	1,689,075
Current Portion of Long Term Borrowings	9	542,957	1,219,420
Provisions	10	1,902,847	1,459,436
<b>TOTAL CURRENT LIABILITIES</b>		<u>4,151,326</u>	<u>4,367,931</u>
<b>NON-CURRENT LIABILITIES</b>			
Long Term Borrowings	9	4,246,902	4,789,859
Provisions	10	201,795	243,610
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>4,448,697</u>	<u>5,033,469</u>
<b>TOTAL LIABILITIES</b>		<u>8,600,023</u>	<u>9,401,400</u>
		<u>142,037,179</u>	<u>134,495,874</u>
<b>EQUITY</b>			
Retained Surplus		64,550,976	62,796,111
Reserves - Cash Backed	11	3,966,676	3,810,643
Revaluation Surplus	12	73,519,527	67,889,120
<b>TOTAL EQUITY</b>		<u>142,037,179</u>	<u>134,495,874</u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF NEDLANDS  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30TH JUNE 2014**

	NOTE	RETAINED SURPLUS \$	RESERVES CASH BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
<b>Balance as at 1 July 2012</b>		60,255,735	5,214,390	67,430,678	132,900,803
Comprehensive Income					
Net Result		1,136,629	-	-	1,136,629
Changes on Revaluation of Non-Current Assets	12	-	-	458,442	458,442
Total Comprehensive Income		<u>1,136,629</u>	<u>-</u>	<u>458,442</u>	<u>1,595,071</u>
Transfers from/(to) Reserves		1,403,747	(1,403,747)	-	-
		<u>1,403,747</u>	<u>(1,403,747)</u>	<u>-</u>	<u>-</u>
<b>Balance as at 30 June 2013</b>		62,796,111	3,810,643	67,889,120	134,495,874
Comprehensive Income					
Net Result		1,825,151	-	-	1,825,151
Changes on Revaluation of Non-Current Assets	12	85,747	-	5,630,407	5,716,154
Total Comprehensive Income		<u>1,910,898</u>	<u>-</u>	<u>5,630,407</u>	<u>7,541,305</u>
Transfers from/(to) Reserves		(156,033)	156,033	-	-
		<u>(156,033)</u>	<u>156,033</u>	<u>-</u>	<u>-</u>
<b>Balance as at 30 June 2014</b>		<u><u>64,550,976</u></u>	<u><u>3,966,676</u></u>	<u><u>73,519,527</u></u>	<u><u>142,037,179</u></u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF NEDLANDS  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30TH JUNE 2014**

	NOTE	2014 \$	2014 Budget \$	2013 \$
<b>Cash Flows From Operating Activities</b>				
<b>Receipts</b>				
Rates		19,716,799	19,338,900	17,345,271
Operating Grants, Subsidies and Contributions		1,501,928	1,875,780	1,884,311
Fees and Charges		7,121,131	6,575,700	6,578,537
Interest Earnings		747,043	1,063,200	894,142
Goods and Services Tax		(5,448)	-	23,932
Other Revenue		370,149	129,020	154,480
		<u>29,451,602</u>	<u>28,982,600</u>	<u>26,880,673</u>
<b>Payments</b>				
Employee Costs		(11,028,672)	(10,799,900)	(9,897,459)
Materials and Contracts		(8,827,706)	(9,721,500)	(10,525,153)
Utility Charges		(845,156)	(895,200)	(813,551)
Interest Expenses		(311,795)	(311,800)	(360,134)
Insurance Expenses		(363,682)	(429,200)	(367,497)
Goods and Services Tax		(17,094)	-	105,693
Other Expenditure		(831,990)	(333,800)	(620,549)
		<u>(22,226,095)</u>	<u>(22,491,400)</u>	<u>(22,478,650)</u>
<b>Net Cash Provided By (Used In) Operating Activities</b>	13(b)	<u>7,225,507</u>	<u>6,491,200</u>	<u>4,402,023</u>
<b>Cash Flows from Investing Activities</b>				
Payments for Purchase of Property, Plant & Equipment		(2,010,564)	(1,533,500)	(3,044,563)
Payments for Construction of Infrastructure		(4,704,066)	(7,103,700)	(3,576,503)
Non-Operating Grants, Subsidies and Contributions		535,897	2,397,100	914,045
Proceeds from Sale of Fixed Assets		421,715	407,400	154,782
		<u>421,715</u>	<u>407,400</u>	<u>154,782</u>
<b>Net Cash Provided by (Used in) Investment Activities</b>		(5,757,018)	(5,832,700)	(5,552,239)
<b>Cash Flows from Financing Activities</b>				
Repayment of Debentures		(1,219,420)	(1,219,500)	(1,152,827)
		<u>(1,219,420)</u>	<u>(1,219,500)</u>	<u>(1,152,827)</u>
<b>Net Cash Provided By (Used In) Financing Activities</b>		(1,219,420)	(1,219,500)	(1,152,827)
<b>Net Increase (Decrease) in Cash Held</b>		249,069	(561,000)	(2,303,045)
Cash at Beginning of Year		9,264,584	8,863,600	11,567,629
<b>Cash and Cash Equivalents at the End of the Year</b>	13(a)	<u><u>9,513,653</u></u>	<u><u>8,302,600</u></u>	<u><u>9,264,584</u></u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF NEDLANDS  
RATE SETTING STATEMENT  
FOR THE YEAR ENDED 30TH JUNE 2014**

	NOTE	2014 Actual \$	2014 Budget \$	2013 Actual \$
<b>Revenue</b>				
Governance		388,732	147,900	203,178
General Purpose Funding		1,233,931	1,841,800	1,759,457
Law, Order, Public Safety		103,926	72,200	60,664
Health		157,183	62,800	95,309
Education and Welfare		1,658,674	1,431,000	1,362,059
Community Amenities		4,261,633	4,405,100	4,167,728
Recreation and Culture		792,440	902,700	903,305
Transport		888,414	2,430,400	1,174,925
Economic Services		880,323	719,100	578,153
Other Property and Services		104,678	108,400	35,480
		<u>10,469,934</u>	<u>12,121,400</u>	<u>10,340,258</u>
<b>Expenses</b>				
Governance		(2,509,931)	(1,821,100)	(1,786,060)
General Purpose Funding		(545,644)	(469,400)	(570,459)
Law, Order, Public Safety		(944,863)	(935,100)	(873,666)
Health		(558,257)	(431,100)	(418,897)
Education and Welfare		(2,112,326)	(2,414,200)	(2,509,624)
Community Amenities		(4,969,292)	(5,594,000)	(5,286,980)
Recreation and Culture		(7,294,138)	(7,066,000)	(7,246,473)
Transport		(4,656,794)	(4,809,000)	(4,576,164)
Economic Services		(3,783,920)	(3,626,200)	(3,554,070)
Other Property and Services		(409,646)	(945,700)	(281,547)
		<u>(27,784,811)</u>	<u>(28,111,800)</u>	<u>(27,103,940)</u>
<b>Net Result Excluding Rates</b>		(17,314,877)	(15,990,400)	(16,763,682)
<b>Adjustments for Cash Budget Requirements:</b>				
(Profit)/Loss on Asset Disposals	20	(72,603)	(73,800)	(20,439)
Movement in Deferred Pensioner Rates (Non-Current)		(18,650)	-	(26,882)
Movement in Employee Benefit Provisions (Non-current)		(41,815)	-	110,300
Depreciation and Amortisation on Assets	2(a)	5,165,836	5,169,800	4,843,963
<b>Capital Expenditure and Revenue</b>				
Purchase Land and Buildings	6(a)	(307,680)	(229,000)	(2,518,323)
Purchase Furniture and Equipment	6(a)	(678,812)	(398,000)	(131,486)
Purchase Plant and Equipment	6(a)	(1,024,072)	(906,500)	(394,754)
Purchase Infrastructure Assets - Roads	7(a)	(3,139,150)	(5,617,300)	(2,366,319)
Purchase Infrastructure Assets - Footpaths	7(a)	(176,659)	-	-
Purchase Infrastructure Assets - Drainage	7(a)	(311,214)	-	-
Purchase Infrastructure Assets - Parks, Gardens & Reserves	7(a)	(951,281)	(1,486,400)	(1,210,184)
Purchase Infrastructure Assets - Street Furniture	7(a)	(125,762)	-	-
Proceeds from Disposal of Fixed Assets	20	421,715	407,400	154,782
Repayment of Debentures	21(a)	(1,219,420)	(1,219,500)	(1,152,827)
Transfers to Reserves (Restricted Assets)	11	(314,233)	(102,100)	(305,937)
Transfers from Reserves (Restricted Assets)	11	158,200	200,000	1,709,684
<b>ADD</b> Estimated Surplus/(Deficit) July 1 B/Fwd	22(b)	3,505,091	1,448,900	3,676,886
<b>LESS</b> Estimated Surplus/(Deficit) June 30 C/Fwd	22(b)	2,694,642	542,000	3,505,091
<b>Total Amount Raised from General Rate</b>	22(a)	<u>(19,140,028)</u>	<u>(19,338,900)</u>	<u>(17,900,309)</u>

This statement is to be read in conjunction with the accompanying notes.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**(a) Basis of Preparation**

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise.

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

**Critical Accounting Estimates**

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

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

**The Local Government Reporting Entity**

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

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 19. to these financial statements.

**(b) Goods and Services Tax (GST)**

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

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

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

**(c) Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(d) Trade and Other Receivables**

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

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

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

**(e) Inventories**

***General***

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

***Land Held for Sale***

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

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

Land held for sale is classified as current except where it is held as non-current based on City's intentions to release for sale.

**(f) Property, Plant and Equipment and Infrastructure**

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

***Mandatory Requirement to Revalue Non-Current Assets***

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

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

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(f) Property, Plant and Equipment and Infrastructure (Continued)**

***Mandatory Requirement to Revalue Non-Current Assets (Continued)***

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

The City has commenced the process of adopting Fair Value in accordance with the Regulations.

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

***Land Under Control***

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

The City has two golf courses which have been leased to private clubs. They have been revalued along with other land in accordance with the other policies detailed in this Note during this financial year.

***Initial Recognition and Measurement between Mandatory Revaluation Dates***

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

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

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

***Revaluation***

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

***Transitional Arrangements***

During the time it takes to transition the carrying value of non-current assets from the cost approach to the fair value approach, the City may still be utilising both methods across differing asset classes.

Those assets carried at cost will be carried in accordance with the policy detailed in the ***Initial Recognition*** section as detailed above.

Those assets carried at fair value will be carried in accordance with the ***Revaluation*** Methodology section as detailed above.

***Early Adoption of AASB 13 - Fair Value Measurement***

Whilst the new accounting standard in relation to Fair Value, AASB 13 – Fair Value Measurement only become applicable for the year ended 30 June 2014 (in relation to City), given the legislative need to commence using Fair Value methodology in the previous reporting period (year ended 30 June 2013) the City chose to early adopt AASB 13.



**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(f) Property, Plant and Equipment and Infrastructure (Continued)**

***Land Under Roads***

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

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

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

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, the Local Government (Financial Management) Regulations prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the City.

***Depreciation***

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Major depreciation periods used for each class of depreciable asset are:

Buildings	40 years
Furniture and Equipment	4 to 10 years
Plant and Equipment	5 to 15 years
Sealed roads and streets formation	not depreciated
pavement	50 years
seal - bituminous / asphalt	20 years
Gravel roads formation	not depreciated
pavement	50 years
gravel sheet	12 years
Formed roads formation	not depreciated
pavement	50 years
Footpaths - slab	20 years
Sewerage piping	100 years
Water supply piping and drainage systems	75 years

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(f) Property, Plant and Equipment and Infrastructure (Continued)**

***Depreciation (Continued)***

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

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

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

***Capitalisation Threshold***

Expenditure on items of equipment under \$1,000 is not capitalised. Rather, it is recorded on an asset inventory listing.

**(g) Fair Value of Assets and Liabilities**

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

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

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

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

***Fair Value Hierarchy***

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

**Level 1**

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

**Level 2**

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

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(g) Fair Value of Assets and Liabilities (Continued)**

***Fair Value Hierarchy (Continued)***

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

***Valuation techniques***

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

**Market approach**

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

**Income approach**

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

**Cost approach**

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

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

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

**(h) Financial Instruments**

***Initial Recognition and Measurement***

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

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

***Classification and Subsequent Measurement***

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(h) Financial Instruments (Continued)**

***Classification and Subsequent Measurement (Continued)***

Amortised cost is calculated as:

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

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

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

Financial assets are classified at “fair value through profit or loss” when they are held for trading for the purpose of short-term profit taking. Such assets are subsequently measured at fair value with changes in carrying amount being included in profit or loss. Assets in this category are classified as current assets.

*(ii) Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Loans and receivables are included in current assets where they are expected to mature within 12 months after the end of the reporting period.

*(iii) Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets with fixed maturities and fixed or determinable payments that the City has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Held-to-maturity investments are included in non-current assets, where they are expected to mature within 12 months after the end of the reporting period. All other investments are classified as non-current.

*(iv) Available-for-sale financial assets*

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(h) Financial Instruments (Continued)**

***Classification and Subsequent Measurement (Continued)***

Available-for-sale financial assets are included in current assets, where they are expected to be sold within 12 months after the end of the reporting period. All other available-for-sale financial assets are classified as non-current.

*(v) Financial liabilities*

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

***Impairment***

A financial asset is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which will have an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

***Derecognition***

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the City no longer has any significant continual involvement in the risks and benefits associated with the asset.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**(i) Impairment of Assets**

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

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(i) Impairment of Assets (Continued)**

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

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

**(j) Trade and Other Payables**

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

**(k) Employee Benefits**

**Short-Term Employee Benefits**

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

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

**Other Long-Term Employee Benefits**

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

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

**(l) Borrowing Costs**

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(m) Provisions**

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**(n) Leases**

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

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

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

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

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

**(o) Investment in Associates**

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

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

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

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

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(p) Interests in Joint Arrangements**

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

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

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The City's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements. The City has not entered into any joint venture arrangements.

**(q) Rates, Grants, Donations and Other Contributions**

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

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

**(r) Superannuation**

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

**(s) Current and Non-Current Classification**

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

**(t) Rounding Off Figures**

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

**(u) Comparative Figures**

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

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statement, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

**(v) Budget Comparative Figures**

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.



**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(w) New Accounting Standards and Interpretations for Application in Future Periods**

The AASB has issued a number of new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the Council.

Management's assessment of the new and amended pronouncements that are relevant to the Council, applicable to future reporting periods and which have not yet been adopted are set out as follows:

Title	Issued / Compiled	Applicable <sup>(1)</sup>	Impact
(i) AASB 9 – Financial Instruments	December 2013	1 January 2017	Nil – The objective of this Standard is to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139. Given the nature of the financial assets of the Council, it is not anticipated the standard will have any material effect.
(ii) AASB 2010 -7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)	December 2013	1 January 2017	Nil - The revisions embodied in this standard give effect to the consequential changes arising from the issuance of AASB 9 which is not anticipated to have any material effect on the Council (refer (i) above).
[AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127]			

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(w) New Accounting Standards and Interpretations for Application in Future Periods (Continued)**

Title	Issued / Compiled	Applicable <sup>(1)</sup>	Impact
(iii) AASB 2011 - 7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangement Standards [Not-For-Profit entities]  [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 131, 132, 133, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]	December 2012	1 January 2014	Consequential changes to various standards arising from the issuance of AASB 10, 11, 12, 127 and 128.  It is not expected to have a significant impact on Council.
(iv) AASB 2012-3: Amendments to Australian Accounting Standards - Offsetting Financial Assets and Financial Liabilities  [AASB 132]	June 2012	1 January 2014	This Standard adds application guidance to AASB 132: Financial Instruments: Presentation to address potential inconsistencies identified in applying some of the offsetting criteria of AASB 132, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement.  This Standard is not expected to significantly impact the Council's financial statements.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(w) New Accounting Standards and Interpretations for Application in Future Periods (Continued)**

Title	Issued / Compiled	Applicable <sup>(1)</sup>	Impact
(v) AASB 2013 - 3: Amendments to AASB 136 - Recoverable Amount Disclosures for Non-Financial Assets	June 2013	1 January 2014	<p>This standard makes amendments to AASB 136 and includes requirements to disclose additional information when present value techniques are used to measure the recoverable amount of impaired assets.</p> <p>It is not expected to have a significant impact on Council.</p>
(vi) AASB 2013-8: Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities  [AASB 10, 12 & 1049]	October 2013	1 January 2014	<p>This standard adds Appendix E to AASB 10 to provide implementation guidance for Not-for-Profit entities regarding control criteria from the perspective of not-for-profit entities.</p> <p>It is not expected to have a significant impact on Council.</p>
(vii) AASB 2013-9: Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments  [Operative dates: Part A Conceptual Framework – 20 December 2013; Part B Materiality – 1 January 2014; Part C Financial Instruments – 1 January 2015]	December 2013	Refer Title column	<p>Part A of this standard makes various editorial corrections to Australian Accounting Standards.</p> <p>Part B of this standard deletes references to AASB 1031 in various Australian Accounting Standards in advance of the withdrawal of AASB 1031.</p> <p>Part C of this standard makes consequential amendments to AASB 9 and numerous other standards and amends the permissions around certain applications relating to financial liabilities reissued at fair value.</p> <p>As the bulk of changes related either to editorial or reference changes it is not expected to have a significant impact on Council.</p>

Notes:

<sup>(1)</sup> Applicable to reporting periods commencing on or after the given date.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**1. SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**(x) Adoption of New and Revised Accounting Standards**

During the current year, the Council adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

These new and revised standards were:

AASB 10	AASB 128	AASB 2012 - 2
AASB 11	AASB 2011 - 7	AASB 2012 - 3
AASB 12	AASB 2011 - 9	AASB 2012 - 5
AASB 119	AASB 2011 - 10	AASB 2012 - 10
AASB 127		

Most of the standards adopted had a minimal effect on the accounting and reporting practices of the Council as they did not have a significant impact on the accounting or reporting practices or were either not applicable, largely editorial in nature, were revisions to help ensure consistency with presentation, recognition and measurement criteria of IFRSs or related to topics not relevant to operations.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

<b>2. REVENUE AND EXPENSES</b>	<b>2014</b>	<b>2013</b>	
	<b>\$</b>	<b>\$</b>	
<b>(a) Net Result</b>			
The Net Result includes:			
(i) Charging as an Expense:			
<b>Auditors Remuneration</b>			
- Audit of the annual financial report	19,030	22,030	
- Audit of projects	-	1,700	
	<u>19,030</u>	<u>23,730</u>	
<b>Depreciation</b>			
Buildings	669,793	687,573	
Furniture and Equipment	349,839	230,014	
Plant and Equipment	642,044	733,544	
Roads	2,182,051	1,987,239	
Footpaths	415,740	395,403	
Drainage	229,026	217,534	
Parks, Gardens & Reserves	666,076	581,389	
Street Furniture	11,267	11,267	
	<u>5,165,836</u>	<u>4,843,963</u>	
<b>Interest Expenses (Finance Costs)</b>			
Debentures ( <i>refer Note 21.(a)</i> )	302,196	358,615	
	<u>302,196</u>	<u>358,615</u>	
<b>Rental Charges</b>			
- Operating Leases	95,682	68,636	
	<u>95,682</u>	<u>68,636</u>	
(ii) Crediting as Revenue:			
	<b>2014</b>	<b>2014</b>	<b>2013</b>
	<b>Actual</b>	<b>Budget</b>	<b>Actual</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Other Revenue</b>			
Other	370,149	113,800	154,480
	<u>370,149</u>	<u>113,800</u>	<u>154,480</u>
<b>Interest Earnings</b>			
Investments			
- Reserve Funds	152,202	275,000	225,937
- Other Funds	389,129	620,000	465,359
Other Interest Revenue ( <i>refer note 26</i> )	205,713	168,200	202,846
	<u>747,043</u>	<u>1,063,200</u>	<u>894,142</u>

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**2. REVENUE AND EXPENSES (Continued)**

**(b) Statement of Objective**

In order to discharge its responsibilities to the community, the City of Nedlands has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the City's Community Vision, and for each of its broad activities/ programs.

**COMMUNITY VISION**

The City will endeavour to provide the community services and facilities to meet the needs of the members of the community and enable them to enjoy a pleasant and healthy way of life.

Council operations as disclosed in these financial statements encompass the following service orientated activities/programs.

**GOVERNANCE**

**Objective:**

To provide a decision making process for the efficient allocation of scarce resources.

**Activities:**

Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.

**GENERAL PURPOSE FUNDING**

**Objective:**

To collect revenue to allow for the provision of services.

**Activities:**

Rates, general purpose government grants and interest revenue.

**LAW, ORDER, PUBLIC SAFETY**

**Objective:**

To provide services to help ensure a safer and environmentally conscious community.

**Activities:**

Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.

**HEALTH**

**Objective:**

To provide an operational framework for environmental and community health.

**Activities:**

Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.

**EDUCATION AND WELFARE**

**Objective:**

To provide services to disadvantaged persons, the elderly, children and youth

**Activities:**

Maintenance of child minding centre, playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home and community care programs and youth services.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**2. REVENUE AND EXPENSES (Continued)**

**(b) Statement of Objective (Continued)**

**COMMUNITY AMENITIES**

**Objective:**

To provide services required by the community.

**Activities:**

Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.

**RECREATION AND CULTURE**

**Objective:**

To establish and effectively manage infrastructure and resource which will help the social well being of the community.

**Activities:**

Maintenance of public halls, civic centres, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.

**TRANSPORT**

**Objective:**

To provide safe, effective and efficient transport services to the community.

**Activities:**

Construction and maintenance of roads, streets, footpaths, depots, cycleways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.

**ECONOMIC SERVICES**

**Objective:**

To help promote the shire and its economic wellbeing.

**Activities:**

Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.

**OTHER PROPERTY AND SERVICES**

**Objective:**

To monitor and control council's overheads operating accounts.

**Activities:**

Private works operation, plant repair and operation costs and engineering operation costs.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**2. REVENUE AND EXPENSES (Continued)**

**(c) Conditions Over Grants/Contributions**

<u>Grant/Contribution</u>	<u>Function/ Activity</u>	<u>Opening Balance <sup>(1)</sup> 1/07/12 \$</u>	<u>Received <sup>(2)</sup> 2012/13 \$</u>	<u>Expended <sup>(3)</sup> 2012/13 \$</u>	<u>Closing Balance <sup>(1)</sup> 30/06/13 \$</u>	<u>Received <sup>(2)</sup> 2013/14 \$</u>	<u>Expended <sup>(3)</sup> 2013/14 \$</u>	<u>Closing Balance 30/06/14 \$</u>
DSR - Kidsports Program	Recreation and Culture	25,600	-	(3,131)	22,469	-	(12,179)	10,290
Office of Crime Prevention - Boatsafe Program	Recreation and Culture	2,500	-	-	2,500	-	-	2,500
HACC - Capital grant	Education and Welfare	-	-	-	-	82,375	(77,093)	5,282
<b>Total</b>		<u>28,100</u>	<u>0</u>	<u>(3,131)</u>	<u>24,969</u>	<u>82,375</u>	<u>(89,272)</u>	<u>18,072</u>

**Notes:**

- (1) - Grants/contributions recognised as revenue in a previous reporting period which were not expended at the close of the previous reporting period.
- (2) - New grants/contributions which were recognised as revenues during the reporting period and which had not yet been fully expended in the manner specified by the contributor.
- (3) - Grants/contributions which had been recognised as revenues in a previous reporting period or received in the current reporting period and which were expended in the current reporting period in the manner specified by the contributor.



**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

	Note	2014 \$	2013 \$
<b>3. CASH AND CASH EQUIVALENTS</b>			
Unrestricted		5,528,905	5,428,972
Restricted		3,984,748	3,835,612
		<u>9,513,653</u>	<u>9,264,584</u>
The following restrictions have been imposed by regulations or other externally imposed requirements:			
Plant Replacement Reserve	11	137,871	229,701
Ctiy Development Reserve	11	361,725	346,329
North Street Reserve	11	1,110,649	1,125,114
Welfare Reserve	11	426,597	411,565
Services Reserve	11	1,012,524	821,074
Insurance Reserve	11	56,115	54,072
Waste Management Reserve	11	152,105	146,745
Building Replacement Reserve	11	589,506	564,370
Swanbourne Reserve	11	115,753	111,673
Public Art Reserve	11	3,831	-
Unspent Grants	2(c)	18,072	24,969
		<u>3,984,748</u>	<u>3,835,612</u>
<b>4. TRADE AND OTHER RECEIVABLES</b>			
<b>Current</b>			
Rates Outstanding		273,937	869,358
Sundry Debtors		309,336	202,665
GST Receivable		148,131	125,590
Less: Provision for Doubtful Debts		(5,925)	(11,473)
		<u>725,479</u>	<u>1,186,140</u>
<b>Non-Current</b>			
Rates Outstanding - Pensioners		<u>351,360</u>	<u>332,710</u>
<b>5. INVENTORIES</b>			
<b>Current</b>			
Fuel and Oil		<u>30,555</u>	<u>13,522</u>

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>6. PROPERTY, PLANT AND EQUIPMENT</b>		
Land		
Freehold Land at:		
- Independent Valuation 2014	<u>35,625,000</u>	<u>30,400,582</u>
	35,625,000	30,400,582
Land Vested In and Under the Control of Council at:		
- Independent Valuation 2014	<u>97,000</u>	<u>-</u>
	97,000	-
<b>Total Land</b>	<u><b>35,722,000</b></u>	<u><b>30,400,582</b></u>
<b>Total Buildings</b>	<u><b>25,547,500</b></u>	<u><b>25,514,877</b></u>
<b>Total Land and Buildings</b>	<u><b>61,269,500</b></u>	<u><b>55,915,459</b></u>
Furniture and Equipment at:		
- Management Valuation 2013	824,820	824,825
- Additions after Valuation - Cost	678,812	-
Less Accumulated Depreciation	<u>(349,839)</u>	<u>-</u>
	<u><b>1,153,793</b></u>	<u><b>824,825</b></u>
Plant and Equipment at:		
- Management Valuation 2013	2,578,811	2,927,917
- Additions after Valuation - Cost	1,024,072	-
Less Accumulated Depreciation	<u>(642,044)</u>	<u>-</u>
	<u><b>2,960,839</b></u>	<u><b>2,927,917</b></u>
	<u><b>65,384,132</b></u>	<u><b>59,668,201</b></u>

**Land**

Where there is comparable market evidence Level 2 valuation inputs are used to value land held in freehold title as well as land used for special purposes that are restricted in use under current zoning rules. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**

**Land (Continued)**

Where there was no observable market evidence for a land asset due to its configuration, or council zoning restrictions, Level 3 valuation inputs are used. This provides only a low level of comparability.

The Cottesloe and Nedlands Golf Courses have been valued on the basis that both courses were developed privately and, whilst a lease is in place for a nominal amount per year for 21 years for each of the Courses, the independent valuation consultant has applied Present Values to the remaining periods of the ground leases.

Land that is vested or held under a management order has not been valued in accordance with Section 16, Local Government (Financial Management) Regulations 1996, and is not included as an asset in this annual financial report.

**Buildings**

The City's building and improvement assets such as the City's Depot, community centres, pavilions, etc. which are considered to be of a "specialised nature" (non-market type properties which are not readily traded in the market place) were valued by professionally qualified Registered Valuer using the cost approach. This approach is commonly referred to as the depreciated replacement cost (DRC) method.

The "DRC" approach considers the cost (sourced from cost guides such as Rawlinsons, Cordell, professional quantity surveyors and recent construction costs for similar projects throughout Western Australia) to reproduce or replace similar assets with an asset in new condition, including allowance for installation, less an amount for depreciation to accommodate accrued physical wear and tear, economic and functional obsolescence. The depreciation consists of a combination of unit rates based on square metres and quantification of the component parts of the asset. Other inputs (i.e. remaining useful life, asset condition and utility) required extensive professional judgement and impacted significantly on the final determination of fair value. Therefore, specialised building assets were classified as having been valued using Level 3 valuation inputs.

**Plant and Equipment**

Plant and equipment were revalued in 2013 as part of the mandatory requirements embodied in Local Government (Financial Management) Regulation 17A. The additions since 1 July 2013 have been brought into the books at cost. Given they were acquired at arms length and any accumulated depreciation reflects the usage of service potential, it is considered that the recorded written down values approximate fair values.

Plant and Equipment will be comprehensively revalued during the year ending 30 June 2016.

Most plant and equipment assets are generally valued using the market and cost approach using comparable sales and relevant industry market price reference guides, and have been classified as being valued at Level 2 of the fair value hierarchy. The most significant inputs into this valuation approach are the make, size, year of manufacture and condition.

**Furniture and Equipment:**

It has been determined that the Current Written Down Values of Furniture and Equipment as well as IT equipment are accurate representation of the value of Furniture and Equipment for the current Financial year. Due to the nature of the assets and their use by the City it would not be efficient to obtain a revaluation of these assets. The City has determined that written down value based on original purchase price sufficiently represents the value of the Furniture and Equipment. Further valuation of these assets would not add value to the recognition of these assets in our books.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**6. PROPERTY, PLANT AND EQUIPMENT (Continued)**

**(a) Movements in Carrying Amounts**

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

	<b>Balance at the Beginning of the Year</b>	<b>Additions</b>	<b>(Disposals)</b>	<b>Revaluation Increments/ (Decrements)</b>	<b>Depreciation (Expense)</b>	<b>Carrying Amount at the End of Year</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Freehold Land	30,400,582	-	-	5,224,418	-	35,625,000
Land Vested In and Under the Control of Council	-	-	-	97,000	-	97,000
<b>Total Land</b>	<u>30,400,582</u>	<u>-</u>	<u>-</u>	<u>5,321,418</u>	<u>-</u>	<u>35,722,000</u>
<b>Total Buildings</b>	25,514,877	307,680	-	394,736	(669,793)	25,547,500
<b>Total Land and Buildings</b>	<u>55,915,459</u>	<u>307,680</u>	<u>-</u>	<u>5,716,154</u>	<u>(669,793)</u>	<u>61,269,500</u>
Furniture and Equipment	824,825	678,812	(5)	-	(349,839)	1,153,793
Plant and Equipment	2,927,917	1,024,072	(349,106)	-	(642,044)	2,960,839
<b>Total Property, Plant and Equipment</b>	<u><u>59,668,201</u></u>	<u><u>2,010,564</u></u>	<u><u>(349,111)</u></u>	<u><u>5,716,154</u></u>	<u><u>(1,661,676)</u></u>	<u><u>65,384,132</u></u>

**CITY OF NEDLANDS**  
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	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>7. INFRASTRUCTURE</b>		
Roads		
- Management Valuation	52,512,174	52,512,174
- Additions after Valuation - Cost	3,139,150	-
Less Accumulated Depreciation	<u>(4,169,290)</u>	<u>(1,987,239)</u>
	51,482,034	50,524,935
Footpaths		
- Cost	8,857,997	8,681,338
Less Accumulated Depreciation	<u>(3,276,722)</u>	<u>(2,860,982)</u>
	5,581,275	5,820,356
Drainage		
- Management Valuation	7,938,084	7,938,084
- Additions after Valuation - Cost	311,214	-
Less Accumulated Depreciation	<u>(838,265)</u>	<u>(609,239)</u>
	7,411,033	7,328,845
Parks, Gardens & Reserves		
- Cost	11,494,199	10,542,918
Less Accumulated Depreciation	<u>(2,824,383)</u>	<u>(2,273,059)</u>
	8,669,816	8,269,859
Street Furniture		
- Cost	368,561	242,799
Less Accumulated Depreciation	<u>(152,666)</u>	<u>(141,399)</u>
	215,895	101,400
Reticulation		
- Cost	2,295,040	2,295,040
Less Accumulated Depreciation	<u>(1,023,070)</u>	<u>(908,318)</u>
	1,271,970	1,386,722
	<u>74,632,023</u>	<u>73,432,117</u>

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**7. INFRASTRUCTURE (Continued)**

**Movements in Carrying Amounts**

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the current financial year.

	<b>Balance as at the Beginning of the Year</b>	<b>Additions</b>	<b>(Disposals)</b>	<b>Revaluation Increments/ (Decrements)</b>	<b>Depreciation (Expense)</b>	<b>Carrying Amount at the End of Year</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Roads	50,524,935	3,139,150	-	-	(2,182,051)	51,482,034
Footpaths	5,820,356	176,659	-	-	(415,740)	5,581,275
Drainage	7,328,845	311,214	-	-	(229,026)	7,411,033
Parks, Gardens & Reserves	8,269,859	951,281	-	-	(551,324)	8,669,816
Street Furniture	101,400	125,762	-	-	(11,267)	215,895
Reticulation	1,386,722	-	-	-	(114,752)	1,271,970
<b>Total</b>	<u><u>73,432,117</u></u>	<u><u>4,704,066</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>(3,504,160)</u></u>	<u><u>74,632,023</u></u>

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	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>8. TRADE AND OTHER PAYABLES</b>		
<b>Current</b>		
Sundry Creditors	1,300,476	1,262,079
Accrued Interest on Debentures	29,495	39,094
Accrued Salaries and Wages	375,551	387,902
	<u>1,705,522</u>	<u>1,689,075</u>

**9. LONG-TERM BORROWINGS**

<b>Current</b>		
Secured by Floating Charge Debentures	<u>542,957</u>	<u>1,219,420</u>
<b>Non-Current</b>		
Secured by Floating Charge Debentures	<u>4,246,902</u>	<u>4,789,859</u>

Additional detail on borrowings is provided in Note 21.

**10. PROVISIONS**

Analysis of Total Provisions

Current	1,902,847	1,459,436
Non-Current	201,795	243,610
	<u>2,104,642</u>	<u>1,703,046</u>

	<b>Provision for Annual Leave \$</b>	<b>Provision for Long Service Leave \$</b>	<b>Total \$</b>
Opening balance at 1 July 2013	717,539	985,507	1,703,046
Additional provision	747,117	436,000	1,183,117
Amounts used	(709,833)	(71,688)	(781,521)
Balance at 30 June 2014	<u>754,823</u>	<u>1,349,819</u>	<u>2,104,642</u>

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	2014	2014 Budget	2013
	\$	\$	\$
<b>11. RESERVES - CASH BACKED</b>			
<b>(a) Plant Replacement Reserve</b>			
Opening Balance	229,701	180,900	219,815
Amount Set Aside / Transfer to Reserve	8,170	6,990	9,886
Amount Used / Transfer from Reserve	(100,000)	(100,000)	-
	<u>137,871</u>	<u>87,890</u>	<u>229,701</u>
<b>(b) City Development Reserve</b>			
Opening Balance	346,329	383,300	1,488,358
Amount Set Aside / Transfer to Reserve	15,396	11,500	137,204
Amount Used / Transfer from Reserve	-	-	(1,279,233)
	<u>361,725</u>	<u>394,800</u>	<u>346,329</u>
<b>(c) North Street Reserve</b>			
Opening Balance	1,125,114	1,137,600	1,073,224
Amount Set Aside / Transfer to Reserve	43,735	34,130	51,890
Amount Used / Transfer from Reserve	(58,200)	(100,000)	-
	<u>1,110,649</u>	<u>1,071,730</u>	<u>1,125,114</u>
<b>(d) Welfare Reserve</b>			
Opening Balance	411,565	416,000	392,435
Amount Set Aside / Transfer to Reserve	15,032	12,480	19,130
Amount Used / Transfer from Reserve	-	-	-
	<u>426,597</u>	<u>428,480</u>	<u>411,565</u>
<b>(e) Services Reserve</b>			
Opening Balance	821,074	341,600	1,201,202
Amount Set Aside / Transfer to Reserve	191,450	10,250	50,323
Amount Used / Transfer from Reserve	-	-	(430,451)
	<u>1,012,524</u>	<u>351,850</u>	<u>821,074</u>
<b>(f) Insurance Reserve</b>			
Opening Balance	54,072	54,800	51,745
Amount Set Aside / Transfer to Reserve	2,043	1,650	2,327
Amount Used / Transfer from Reserve	-	-	-
	<u>56,115</u>	<u>56,450</u>	<u>54,072</u>
<b>(g) Waste Management Reserve</b>			
Opening Balance	146,745	148,400	139,998
Amount Set Aside / Transfer to Reserve	5,360	4,500	6,747
Amount Used / Transfer from Reserve	-	-	-
	<u>152,105</u>	<u>152,900</u>	<u>146,745</u>



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	2014	2014 Budget	2013
	\$	\$	\$
<b>11. RESERVES - CASH BACKED (Continued)</b>			
<b>(h) Building Replacement Reserve</b>			
Opening Balance	564,370	573,600	541,074
Amount Set Aside / Transfer to Reserve	25,136	17,210	23,296
Amount Used / Transfer from Reserve	-	-	-
	<u>589,506</u>	<u>590,810</u>	<u>564,370</u>
<b>(i) Swanbourne Reserve</b>			
Opening Balance	111,673	112,900	106,539
Amount Set Aside / Transfer to Reserve	4,080	3,390	5,134
Amount Used / Transfer from Reserve	-	-	-
	<u>115,753</u>	<u>116,290</u>	<u>111,673</u>
<b>(j) Public Art Reserve</b>			
Opening Balance	-	-	-
Amount Set Aside / Transfer to Reserve	3,831	3,900	-
Amount Used / Transfer from Reserve	-	-	-
	<u>3,831</u>	<u>3,900</u>	<u>-</u>
<b>TOTAL RESERVES</b>	<u><u>3,966,676</u></u>	<u><u>3,255,100</u></u>	<u><u>3,810,643</u></u>
Total Opening Balance	3,810,643	3,349,100	5,214,390
Total Amount Set Aside / Transfer to Reserve	314,233	102,100	305,937
Total Amount Used / Transfer from Reserve	<u>(158,200)</u>	<u>(200,000)</u>	<u>(1,709,684)</u>
<b>TOTAL RESERVES</b>	<u><u>3,966,676</u></u>	<u><u>3,251,200</u></u>	<u><u>3,810,643</u></u>

All of the reserve accounts are supported by money held in financial institutions and match the amount shown as restricted cash in Note 3 to this financial report.

**CITY OF NEDLANDS**  
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**FOR THE YEAR ENDED 30TH JUNE 2013**

**11. RESERVES - CASH BACKED (continued)**

In accordance with council resolutions in relation to each reserve account, the purpose for which the funds are set aside are as follows:

**(a) Plant Replacement Reserve**

To provide funds for the replacement of the City's plant and equipment so that the cost is spread over a number of years. The use of funds in this reserve is ongoing.

**(b) City Development Reserve**

To provide funds for the improvement of property, plant and and equipment. The use of funds in this reserve is on going.

**(c) North Street Reserve**

To provide funds for the operational and capital costs of community facilities in Mt Claremont, community and recreation facilities in Swanbourne and infrastructure generally. The use of funds in this reserve is on going.

**(d) Welfare Reserve**

To provide funds for the operational and capital costs of welfare services. The use of funds in this reserve is ongoing.

**(e) Services Reserve**

To provide funds for the purchase of land for parking areas, streets, depots, etc., town planning schemes, valuation and legal expenses, items of works of an urgent nature such as drainage, street works, provision of street lighting and building maintenance. The use of funds in this reserve is ongoing.

**(f) Insurance Reserve**

To cover any excess that may arise from having a performance based workers compensation premium.

**(g) Waste Management Reserve**

To provide funds for the replacement of the City's rubbish bin stock so that the cost is spread over a number of years. The use of funds in this reserve is ongoing.

**(h) Building Replacement Reserve**

To fund the upgrade and/or replacement of City buildings. The use of funds in this reserve is ongoing.

**(i) Swanbourne Reserve**

To provide funds for the capital works in the swanbourne area associated with the Swanbourne Masterplan. The use of funds in this reserve is ongoing.

**(j) Public Art Reserve**

To provide funds for the works of art in the City. The use of funds in this reserve is ongoing.

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<b>12. REVALUATION SURPLUS</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Revaluation surpluses have arisen on revaluation of the following classes of non-current assets:		
<b>(a) Land</b>		
Opening Balance	12,354,000	12,354,000
Revaluation Increment	5,321,418	-
Revaluation Decrement	-	-
	<u>17,675,418</u>	<u>12,354,000</u>
<b>(b) Buildings</b>		
Opening Balance	9,297,909	9,297,909
Revaluation Increment	394,736	-
Revaluation Decrement	-	-
	<u>9,692,645</u>	<u>9,297,909</u>
<b>(c) Plant &amp; Equipment</b>		
Opening Balance	489,890	31,447
Revaluation Increment	-	458,443
Transfer to retained surplus (disposal)	(85,747)	-
	<u>404,143</u>	<u>489,890</u>
<b>(d) Roads</b>		
Opening Balance	43,780,629	-
Revaluation Increment	-	43,780,629
Revaluation Decrement	-	-
	<u>43,780,629</u>	<u>43,780,629</u>
<b>(e) Drainage</b>		
Opening Balance	1,966,692	-
Revaluation Increment	-	1,966,692
Revaluation Decrement	-	-
	<u>1,966,692</u>	<u>1,966,692</u>
<b>TOTAL ASSET REVALUATION SURPLUS</b>	<u><u>73,519,527</u></u>	<u><u>67,889,120</u></u>

**CITY OF NEDLANDS**  
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**13. NOTES TO THE STATEMENT OF CASH FLOWS**

**(a) Reconciliation of Cash**

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	<b>2014</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>Budget</b>	<b>\$</b>
		<b>\$</b>	
Cash and Cash Equivalents	<u>9,513,653</u>	<u>8,302,600</u>	<u>9,264,584</u>

**(b) Reconciliation of Net Cash Provided By Operating Activities to Net Result**

Net Result	1,825,151	3,348,500	1,136,629
Depreciation	5,165,836	5,169,800	4,843,963
(Profit)/Loss on Sale of Asset	(72,603)	73,800	(20,439)
(Increase)/Decrease in Receivables	459,103	(463,200)	(319,691)
(Increase)/Decrease in Inventories	(17,033)	-	18,089
Increase/(Decrease) in Payables	(646)	699,100	(655,120)
Increase/(Decrease) in Employee Provisions	401,595	60,300	312,637
Grants Contributions for the Development of Assets	<u>(535,897)</u>	<u>(2,397,100)</u>	<u>(914,045)</u>
Net Cash from Operating Activities	<u>7,225,507</u>	<u>6,491,200</u>	<u>4,402,023</u>

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>(c) Undrawn Borrowing Facilities</b>		
<b>Credit Standby Arrangements</b>		
Bank Overdraft limit	500,000	500,000
Bank Overdraft at Balance Date	-	-
Credit Card limit	25,000	25,000
Credit Card Balance at Balance Date	2,881	3,806
Purchasing Card limit	100,000	100,000
Purchasing Card Balance at Balance Date	<u>1,476</u>	<u>10,015</u>
<b>Total Amount of Credit Unused</b>	<u>620,643</u>	<u>611,179</u>
<b>Loan Facilities</b>		
Loan Facilities - Current	542,957	1,219,420
Loan Facilities - Non-Current	<u>4,246,902</u>	<u>4,789,859</u>
<b>Total Facilities in Use at Balance Date</b>	<u>4,789,859</u>	<u>6,009,279</u>
<b>Unused Loan Facilities at Balance Date</b>	<u>NIL</u>	<u>NIL</u>

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
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**14. CONTINGENT LIABILITIES**

The City is not aware of any legal claims against the City.

<b>15. CAPITAL AND LEASING COMMITMENTS</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>(a) Operating Lease Commitments</b>		
Non-cancellable operating leases contracted for but not capitalised in the accounts.		
Payable:		
- not later than one year	49,012	29,999
- later than one year but not later than five years	46,670	38,637
- later than five years	-	-
	<u>95,682</u>	<u>68,636</u>

The City did not have any future operating lease commitments at the reporting date.

**(b) Capital Expenditure Commitments**

Contracted for:		
- capital expenditure projects	<u>291,800</u>	<u>500,000</u>
Payable:		
- not later than one year	<u>291,800</u>	<u>500,000</u>

The capital expenditure project outstanding at the end of the current reporting period represents Blackspot projects on Stirling Highway, Broadway Road, West Coast Highway and North Street and renewal of dirt bicycle track at College Park.

**16. JOINT VENTURE ARRANGEMENTS**

The City has not entered into any joint venture arrangements.

**17. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY**

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Governance	39,064,633	33,837,841
General Purpose Funding	-	-
Law, Order, Public Safety	1,393,587	1,419,912
Health	339,357	436,324
Education and Welfare	2,805,769	2,996,471
Community Amenities	56,758	63,649
Recreation and Culture	27,762,067	26,246,781
Transport	67,682,598	66,432,473
Economic Services	9,248	12,198
Other Property and Services	11,523,185	12,450,224
Unallocated	-	1,401
	<u>150,637,202</u>	<u>143,897,274</u>

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	<b>2014</b>	<b>2013</b>	<b>2012</b>
<b>18. FINANCIAL RATIOS</b>			
Current Ratio	1.51	1.52	1.39
Asset Sustainability Ratio	1.17	1.33	1.36
Debt Service Cover Ratio	4.44	3.59	4.53
Operating Surplus Ratio	0.05	0.01	0.00
Own Source Revenue Coverage Ratio	0.99	0.94	0.91

The above ratios are calculated as follows:

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

**ADDITIONAL RATIOS**

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

	<b>2014</b>	<b>2013</b>	<b>2012</b>
Asset Consumption Ratio	0.66	0.86	*N/A
Asset Renewal Funding Ratio	0.67	1.0	*N/A

The above ratios are calculated as follows:

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

\*N/A - In keeping with amendments to Local Government (Financial Management) Regulations 50, comparatives for 2012 have not been reported as financial information is not available.

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**19. TRUST FUNDS**

Funds held at balance date over which the City has no control and which are not included in the financial statements are as follows:

<u>Particular</u>	<b>Balance 1 July 2013 \$</b>	<b>Amounts Received \$</b>	<b>Amounts Paid (\$)</b>	<b>Balance 30 June 2014 \$</b>
Bonds and Deposits	1,477,015	1,306,517	(1,335,386)	1,448,146
Unclaimed Monies	17,484	1,648	(568)	18,564
	<u>1,494,499</u>			<u>1,466,710</u>

**20. DISPOSALS OF ASSETS - 2013/14 FINANCIAL YEAR**

The following assets were disposed of during the year.

	<b>Net Book Value</b>		<b>Sale Price</b>		<b>Profit (Loss)</b>	
	<b>Actual \$</b>	<b>Budget \$</b>	<b>Actual \$</b>	<b>Budget \$</b>	<b>Actual \$</b>	<b>Budget \$</b>
<b>Plant and Equipment</b>						
Other property and Services	349,106	333,600	421,715	407,400	72,609	73,800
<b>Furniture and equipment</b>						
Other property and Services	6	-	-	-	(6)	-
	<u>349,112</u>	<u>333,600</u>	<u>421,715</u>	<u>407,400</u>	<u>72,603</u>	<u>73,800</u>

Profit	81,567	95,800
Loss	<u>(8,964)</u>	<u>(22,000)</u>
	<u>72,603</u>	<u>73,800</u>

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**21. INFORMATION ON BORROWINGS**

(a) Repayments - Debentures

Particulars	Loan #	Principal 1 July 2013 \$	New Loans \$	Principal Repayments		Principal 30 June 2014		Interest Repayments	
				Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$
<b>General Purpose Funding</b>									
Waste Bins	178	463,421		73,357	73,400	390,064	390,100	25,661	26,700
Road Infrastructures	179	1,221,150		80,802	80,800	1,140,347	1,140,300	72,200	72,800
Buildings & Roads	180	705,269		705,269	705,300	-	-	20,703	26,900
Buildings & Infrastructures	181	1,687,980		170,288	170,300	1,517,692	1,517,700	95,893	97,200
Buildings & Infrastructures	182	1,931,459		189,704	189,700	1,741,755	1,741,800	87,740	88,200
		6,009,279	-	1,219,420	1,219,500	4,789,859	4,789,900	302,196	311,800

All loan repayments were financed by general purpose revenue.

(b) New Debentures - 2013/14

The City did not take up any new debentures during the year ended 30 June 2014.

(c) Unspent Debentures

The City did not have any unspent debentures as at 30 June 2014.

(d) Overdraft

Council established an overdraft facility of \$500,000 in 2008 to assist with short term liquidity requirements. The balance of the bank overdraft at 1 July 2013 and 30 June 2014 was \$ 0.



**CITY OF NEDLANDS**  
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**22. RATING INFORMATION - 2013/14 FINANCIAL YEAR**

**(a) Rates**

<b>RATE TYPE</b>	<b>Rate in \$</b>	<b>Number of Properties</b>	<b>Rateable Value \$</b>	<b>Rate Revenue \$</b>	<b>Interim Rates \$</b>	<b>Back Rates \$</b>	<b>Total Revenue \$</b>	<b>Budget Rate Revenue \$</b>	<b>Budget Interim Rate \$</b>	<b>Budget Total Revenue \$</b>
<b>Differential General Rate / General Rate</b>										
Residential	0.0565	6,130	237,981,814	13,450,730	99,801	18,894	13,569,426	13,400,500	15,000	13,415,500
Residential Vacant	0.0734	159	7,356,970	539,781	32,124	(11,641)	560,264	828,100	-	828,100
Non residential	0.0623	380	44,531,073	2,694,200	4,139	2,726	2,701,064	2,766,500	(15,000)	2,751,500
<b>Sub-Totals</b>		6,669	289,869,857	16,684,712	136,064	9,979	16,830,754	16,995,100	-	16,995,100
<b>Minimum Payment</b>	<b>Minimum \$</b>									
Residential	1,214	1,596	27,990,923	1,937,544	(26,518)	(2,131)	1,908,895	1,940,000		1,940,000
Residential Vacant	1,603	105	1,798,500	168,315	2,868	116	171,299	174,700		174,700
Non residential	1,660	138	2,460,950	229,080	-	-	229,080	229,100		229,100
<b>Sub-Totals</b>		1,839	32,250,373	2,334,939	(23,651)	(2,015)	2,309,274	2,343,800	-	2,343,800
<b>Totals</b>							<b>19,140,028</b>			<b>19,338,900</b>

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**22. RATING INFORMATION - 2013/14 FINANCIAL YEAR (Continued)**

**(b) Information on Surplus/(Deficit) Brought Forward**

	<b>2014</b> <b>(30 June 2014</b> <b>Carried Forward)</b>	<b>2014</b> <b>(1 July 2013</b> <b>Brought Forward)</b>	<b>2013</b> <b>(30 June 2013</b> <b>Carried Forward)</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Surplus/(Deficit) Brought / Carried Forward</b>	<u>2,694,642</u>	<u>3,505,091</u>	<u>3,505,091</u>
<b><u>Comprises:</u></b>			
Cash and Cash Equivalents			
Unrestricted	5,528,905	5,428,972	5,428,972
Restricted	3,984,748	3,835,612	3,835,612
Receivables			
Rates Outstanding	273,937	869,357	869,357
Sundry Debtors	309,336	202,665	202,665
GST Receivable	83,626	125,590	125,590
Less: Provision for Doubtful Debts	(5,925)	(11,473)	(11,473)
Inventories			
Fuel and Oil	30,555	13,522	13,522
<b><u>Less:</u></b>			
Trade and other Payables			
Sundry Creditors	(1,300,476)	(1,262,079)	(1,262,079)
Accrued Interest on Debentures	(29,495)	(39,094)	(39,094)
Accrued Salaries and Wages	(375,551)	(387,902)	(387,902)
GST Receivable	64,505	-	-
Current Portion of Long Term Borrowings			
Secured by Floating Charge Debentures	(542,957)	(1,219,420)	(1,219,420)
Provisions			
Provision for Annual Leave	(754,822)	(717,539)	(717,539)
Provision for Long Service Leave	(1,148,025)	(741,897)	(741,897)
<b><u>Net Current Assets</u></b>	<u>6,118,361</u>	<u>6,096,314</u>	<u>6,096,314</u>
Less:			
Reserves - Restricted Cash	(3,966,676)	(3,810,643)	(3,810,643)
Add:			
Secured by Floating Charge Debentures	542,957	1,219,420	1,219,420
<b>Surplus/(Deficit)</b>	<u>2,694,642</u>	<u>3,505,091</u>	<u>3,505,091</u>

**Difference**

There was no difference between the Surplus/(Deficit) 1 July 2013 Brought Forward position used in the 2014 audited financial report and the Surplus/(Deficit) Carried Forward position as disclosed in the 2013 audited financial report.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**23. SPECIFIED AREA RATE - 2013/14 FINANCIAL YEAR**

The City of Nedlands did not levy any Special Area Rate in 2013/14 financial year.

**24. SERVICE CHARGES - 2013/14 FINANCIAL YEAR**

The City of Nedlands did not impose any service charges.

**25. DISCOUNTS, INCENTIVES, CONCESSIONS, & WRITE-OFFS  
- 2013/14 FINANCIAL YEAR**

There were no discounts, incentives, concessions, and write-offs during the 2013/14 financial year.

**26. INTEREST CHARGES AND INSTALMENTS - 2013/14 FINANCIAL YEAR**

	Interest Rate %	Admin. Charge \$	Revenue \$	Budgeted Revenue \$
Interest on Unpaid Rates	11.00%		68,377	62,500
ESL Interest Income	11.00%		5,779	3,200
Interest on Instalments Plan	5.50%		121,238	92,200
Deferred Rates Interest			10,319	10,300
<b>Total Interest Income</b>			<b>205,713</b>	<b>168,200</b>
Admin Charges on Instalment Plan		27	57,798	52,500
			<b>263,511</b>	<b>220,700</b>

Ratepayers had the option of paying rates in four equal instalments, due on 19 August Month 2013, 18 November 2013, 20 January 2014 and 24 March 2014. Administration charges and interest applied for the final three instalments.

<b>27. FEES &amp; CHARGES</b>	<b>2014 \$</b>	<b>2013 \$</b>
Governance	89,582	69,679
General Purpose Funding	68,172	49,875
Law, Order, Public Safety	80,051	38,597
Health	154,666	95,309
Education and Welfare	581,350	424,686
Community Amenities	4,261,633	4,164,333
Recreation and Culture	638,926	559,376
Transport	449,600	480,139
Economic Services	774,211	575,807
Other Property and Services	22,940	15,012
	<u>7,121,131</u>	<u>6,472,813</u>

There were no changes during the year to the amount of the fees or charges detailed in the original budget.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**28. GRANT REVENUE**

Grants, subsidies and contributions are included as operating revenues in the Statement of Comprehensive Income:

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
<b>By Nature or Type:</b>		
Operating Grants, Subsidies and Contributions	1,614,147	1,884,311
Non-Operating Grants, Subsidies and Contributions	535,897	914,045
	<u>2,150,043</u>	<u>2,798,356</u>
<b>By Program:</b>		
Community Amenities	-	2,346
Economic Services	49,181	-
Education and Welfare	1,075,428	910,251
General Purpose Funding	345,941	760,970
Governance	72,690	65,011
Law, Order, Public Safety	23,748	21,867
Other Property and Services	-	100,000
Recreation and Culture	144,243	260,190
Transport	438,813	677,721
	<u>2,150,043</u>	<u>2,798,356</u>

**29. EMPLOYEE NUMBERS**

The number of full-time equivalent employees at balance date

<u>153</u>	<u>148</u>
------------	------------

**30. ELECTED MEMBERS REMUNERATION**

The following fees, expenses and allowances were paid to council members and/or the president.

	<b>2014</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>Budget</b>	<b>\$</b>
Meeting Fees	293,499	98,000	95,394
Mayor's Allowance	57,935	43,800	41,831
Deputy Mayor's Allowance	14,484	10,950	10,380
Information Technology Allowance	1,843	11,700	10,741
Telecommunications Allowance	43,658	13,650	12,636
	<u>411,419</u>	<u>178,100</u>	<u>170,982</u>

**31. MAJOR LAND TRANSACTIONS**

The City did not undertake any major land transaction during the 2013/14 financial year

**32. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS**

Council did not participate in any trading undertakings or major trading undertakings during the 2013/14 financial year.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**33. FAIR VALUE MEASUREMENT**

The City measures the following assets and liabilities on a recurring basis:

- Land and buildings;
- Plant and equipment; and
- Furniture & Office Equipment

The City does not measure any other assets and liabilities at fair value on a recurring basis.

The following table provides the fair values of the City's assets measured and recognised on a recurring basis after initial recognition and their categorisation within the fair value hierarchy:

**Recurring Fair Value Measurements**

Non-Financial Assets

	<b>30 June 2014</b>			
	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	\$	\$	\$	\$
Land	-	35,625,000	97,000	35,722,000
Buildings	-	353,000	25,194,500	25,547,500
Furniture and Equipment	-	1,153,792	-	1,153,792
Plant and Equipment	-	2,960,838	-	2,960,838
Total non-financial assets recognised at fair value on a recurring basis	-	40,092,630	25,291,500	65,384,130

There were no assets valued where it was assumed that the highest and best use was other than their current use. It is to be noted that there was a transfer of \$1,016,675 of building assets from Level 2 to Level 3 prior to revaluation.

Non-Financial Assets

	<b>30 June 2013</b>			
	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	\$	\$	\$	\$
Land	-	30,400,582	-	30,400,582
Buildings	-	1,812,673	23,702,204	25,514,877
Furniture and Equipment	-	824,825	-	824,825
Plant and Equipment	-	2,927,917	-	2,927,917
Total non-financial assets recognised at fair value on a recurring basis	-	35,965,997	23,702,204	59,668,201

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**33. FAIR VALUE MEASUREMENT (Continued)**

**Recurring Fair Value Measurements (Continued)**

The City's land and buildings were independently valued in June 2011 on market value basis. Management decided that the values obtained in 2011, less accumulated depreciation for buildings, represent fair value as at 30 June 2013. Additions since the independent valuation until 30 June 2013 were included at cost. The policy of the City of Nedlands is to recognise transfers into and transfers out of the fair value hierarchy levels as at the end of the reporting period.

**Quantitative Information about the significant unobservable inputs and relationship to fair value**

Description	Land vested and under the Control of City - Golf Courses	Specialised buildings
Value as at 30 June 2014	\$97,000	\$25,194,500
Valuation technique	Income and Cost approach	Cost approach (depreciated replacement cost)
Unobservable inputs	Ground rent	Relationship between asset consumption rating scale and the level of consumed service potential
Range of inputs (probability-weighted average)	+/- 5%	+/- 5%
Relationship of unobservable inputs to fair value	A change of 5 % would result in a change in fair value by \$4,850	A change of 5 % would result in a change in fair value by \$1,259,724

**Valuation processes**

The council engages external, independent and qualified valuers to determine the fair value of the entity's land, buildings, infrastructure and major plant on a regular basis.

An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. If any variation is considered material a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation using appropriate indices.

As at 30 June 2014 a comprehensive revaluation was undertaken for all land and building assets by Griffin Valuation Advisory.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**33. FAIR VALUE MEASUREMENT (Continued)**

**Valuation processes (Continued)**

The main Level 3 inputs used are derived and evaluated as follows:

Income Capitalisation Approach for Vested Land under the Control of the City. This approach considers income and expense data relating to the property being valued and estimates value through a capitalisation process. Capitalisation relates income, usually a net income figure, and a defined value type by converting an income amount into a value estimate. This process may consider direct relationships, yield or discount rates.

Relationship between asset consumption rating scale and the level of consumed service potential: Under the cost approach the estimated cost to replace the asset is calculated and then adjusted to take account of an accumulated depreciation. In order to achieve this the valuer determines an asset consumption rating scale for each asset type based on the interrelationship between a range of factors. These factors and their relationship to the fair value require professional judgement and include asset condition, legal and commercial obsolescence, and the determination of key depreciation related assumptions such as residual value, useful life and pattern of consumption of the future economic benefit.

**Disclosed Fair Value Measurements**

The following assets and liabilities are not measured at fair value in the statement of financial position, but their fair values are disclosed in the notes:

- Borrowings

The following table provides the level of fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique and inputs used:

<b>Description</b>	<b>Note</b>	<b>Fair Value Hierarchy Level</b>	<b>Valuation Technique</b>	<b>Inputs Used</b>
<b>Liabilities</b>				
Borrowings	34	2	Income approach using discounted cash flow methodology	Current treasury borrowing rates for similar instruments

There has been no change in the valuation technique used to calculate the fair values disclosed in the notes to the financial statements.

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**34. FINANCIAL RISK MANAGEMENT**

City's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The City's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the City.

City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the City.

The City held the following financial instruments at balance date:

	<b>Carrying Value</b>		<b>Fair Value</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Financial Assets</b>				
Cash and cash equivalents	9,513,653	9,264,584	9,513,653	9,264,584
Receivables	<u>1,076,839</u>	<u>1,518,850</u>	<u>1,076,839</u>	<u>1,518,850</u>
	<u><u>10,590,492</u></u>	<u><u>10,783,434</u></u>	<u><u>10,590,492</u></u>	<u><u>10,783,434</u></u>
<b>Financial Liabilities</b>				
Payables	1,705,522	1,689,075	1,705,522	1,689,075
Borrowings	<u>4,789,859</u>	<u>6,009,279</u>	<u>4,315,478</u>	<u>5,374,901</u>
	<u><u>6,495,381</u></u>	<u><u>7,698,354</u></u>	<u><u>6,021,000</u></u>	<u><u>7,063,976</u></u>

Fair value is determined as follows:

- Cash and Cash Equivalents, Receivables, Payables - estimated to the carrying value which approximates net market value.
- Borrowings, Held to Maturity Investments, estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.
- Financial Assets at Fair Value through profit and loss, Available for Sale Financial Assets - based on quoted market prices at the reporting date or independent valuation.



**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**34. FINANCIAL RISK MANAGEMENT (Continued)**  
**(a) Cash and Cash Equivalents**

City's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance area manages the cash and investments portfolio with the assistance of independent advisers (where applicable). City has an investment policy and the policy is subject to review by City. An Investment Report is provided to City on a monthly basis setting out the make-up and performance of the portfolio.

The major risk associated with investments is price risk - the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments of their issuers or factors affecting similar instruments traded in a market.

Cash and investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns.

Another risk associated with cash is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to City.

City manages these risks by diversifying its portfolio and only investing in registered commercial banks. City also seeks advice from independent advisers (where applicable) before placing any cash and investments.

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Impact of a 1% <sup>(1)</sup> (2013 - 2%) movement in interest rates on cash		
- Equity	95,100	185,300
- Statement of Comprehensive Income	95,100 <sup>(2)</sup>	185,300 <sup>(1)</sup>

*Notes:*

<sup>(1)</sup> Sensitivity percentages based on management's expectation of future possible market movements.

<sup>(2)</sup> Maximum impact.

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**34. FINANCIAL RISK MANAGEMENT (Continued)**  
**(b) Receivables**

City's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of City to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. City is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to City monthly and benchmarks are set and monitored for acceptable collection performance.

City makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the City's credit risk at balance date was:

	<b>2014</b>	<b>2013</b>
Percentage of Rates and Annual Charges		
- Current	1.43%	4.86%
- Overdue	3.27%	6.72%
Percentage of Other Receivables		
- Current	51.38%	22.97%
- Overdue	48.62%	77.03%

**CITY OF NEDLANDS**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30TH JUNE 2014**

**34. FINANCIAL RISK MANAGEMENT (Continued)**

**(c) Payables**  
**Borrowings**

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the Liquidity Sensitivity Table below:

	<b>Due within 1 year \$</b>	<b>Due between 1 &amp; 5 years \$</b>	<b>Due after 5 years \$</b>	<b>Total contractual cash flows \$</b>	<b>Carrying values \$</b>
<b><u>2014</u></b>					
Payables	1,341,330	-	-	1,341,330	1,641,017
Borrowings	<u>798,950</u>	<u>3,145,771</u>	<u>1,719,746</u>	<u>5,664,467</u>	<u>4,789,859</u>
	<u><u>2,140,280</u></u>	<u><u>3,145,771</u></u>	<u><u>1,719,746</u></u>	<u><u>7,005,797</u></u>	<u><u>6,430,876</u></u>
<b><u>2013</u></b>					
Payables	1,689,075	-	-	1,689,075	1,689,075
Borrowings	<u>1,531,213</u>	<u>3,195,800</u>	<u>2,468,667</u>	<u>7,195,680</u>	<u>6,009,279</u>
	<u><u>3,220,288</u></u>	<u><u>3,195,800</u></u>	<u><u>2,468,667</u></u>	<u><u>8,884,755</u></u>	<u><u>7,698,354</u></u>

**CITY OF NEDLANDS  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30TH JUNE 2014**

**34. FINANCIAL RISK MANAGEMENT (Continued)**

**(c) Payables  
Borrowings (Continued)**

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. Council manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation.

The following tables set out the carrying amount, by maturity, of the financial instruments exposed to interest rate risk:

	<u>&lt;1 year</u>	<u>&gt;1&lt;2 years</u>	<u>&gt;2&lt;3 years</u>	<u>&gt;3&lt;4 years</u>	<u>&gt;4&lt;5 years</u>	<u>&gt;5 years</u>	<u>Total</u>	<u>Weighted Average Effective Interest Rate</u>
	\$	\$	\$	\$	\$	\$	\$	%
<b><u>Year Ended 30 June 2014</u></b>								
<b>Borrowings</b>								
<b>Fixed Rate</b>								
Debentures	-	-	-	-	-	4,789,859	4,789,859	5.55%
Weighted Average Effective Interest Rate						5.55%		
<b><u>Year Ended 30 June 2013</u></b>								
<b>Borrowings</b>								
<b>Fixed Rate</b>								
Debentures	705,269	-	-	-	-	5,304,011	6,009,280	5.58%
Weighted Average Effective Interest Rate	5.78%					5.55%		

## **INDEPENDENT AUDITOR'S REPORT**

### **TO: RATEPAYERS OF CITY OF NEDLANDS**

We have audited the financial report of the City of Nedlands, which comprises the Statement of Financial Position as at 30 June 2014 and the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows and Rate Setting Statement for the year ended on that date and a summary of significant accounting policies and other explanatory information and Statement by Chief Executive Officer.

#### **Management's Responsibility for the Financial Report**

Management is responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended) and for such internal controls as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. Our audit has been conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to management's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.



**INDEPENDENT AUDITOR'S REPORT**

**TO: RATEPAYERS OF CITY OF NEDLANDS (Cont'd)**

**Auditor's Opinion**


In our opinion, the financial report of the City of Nedlands:


- (a) gives a true and fair view of the financial position of the City of Nedlands as at 30 June 2014 and of its financial performance for the year ended on that date; and
- (b) complies with the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) and the Australian Accounting Standards.

**Report on Other Legal and Regulatory Requirements**

In accordance with the Local Government (Audit) Regulations 1996, we also report that:

- (a) There are no matters that in our opinion indicate significant adverse trends in the financial position or financial management practices of the Council.
- (b) There are no matters indicating non-compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law were noted during the course of our audit.
- (c) In relation to the asset consumption ratio and asset renewal funding ratio (presented at Note 18 of the annual financial report) we have reviewed the calculations as presented and nothing has come to our attention to suggest they are not:
  - (i) reasonably calculated; and
  - (ii) based on verifiable information.
- (d) All necessary information and explanations were obtained by us.
- (e) All audit procedures were satisfactorily completed in conducting our audit.

  
\_\_\_\_\_  
**MACRI PARTNERS  
CERTIFIED PRACTISING ACCOUNTANTS  
SUITE 2, 137 BURSWOOD ROAD  
BURSWOOD WA 6100**

  
\_\_\_\_\_  
**A MACRI  
PARTNER**

**PERTH  
DATED THIS 9<sup>th</sup> DAY OCTOBER 2014**





## **City of Nedlands**



### Audit Completion Report to the Audit Committee For the Year Ended 30 June 2014

26 September 2014

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# 1. Executive Summary

Under the requirements of Australian Auditing Standard ASA 260: “*Communication with Those Charged with Governance*”, we are required to communicate audit matters arising from the audit of financial statements to those charged with governance of an entity. This Annual Audit Completion Report together with our previous External Audit Plan reported to the Audit Committee.

This report has been prepared for the Audit Committee to summarise the significant matters that have arisen from our year-end audit of the City of Nedlands for the year ended 30 June 2014.

## 1.1 Status of Audit

Our audit field work at the City of Nedlands for the financial year ended 30 June 2014 has been completed.

Before our Independent Auditor’s Report is signed off and issued to the Council, the following outstanding matter is required to be attended to:

- Completion of audit procedures relating to Auditing Standard ASA 560 *Subsequent Events* to be performed up to the date of signing the Independent Auditor’s Report.

## 1.2 Deliverables

Output	Timing
External Audit Plan	May 2014
Interim Audit Management Letter	14 June 2014
Present the Audit Completion Report to the Audit Committee	7 October 2014
Provide Independent Auditor’s Report on the Financial Report	9 October 2014

## 2. Financial Statements and Audit Opinion

### Audit Opinion

We have completed the audit of the City of Nedlands's accounts in line with current Australian Auditing Standards and will give an **Unqualified Opinion**.

- (a) gives a true and fair view of the financial position of the City of Nedlands as at 30 June 2014 and of its financial performance for the year ended on that date; and
- (b) complies with the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) and the Australian Accounting Standards.

Refer to **Appendix 1** for our Proposed Draft Independent Auditor's Report

## 3. Current Year Areas of Audit Focus

Our audit procedures were focused on those areas of City of Nedlands's activities that are considered to represent the key audit risks identified in our external audit plan and through discussions with management during the course of our audit.

	Risk Area	Audit Response
1	Land and Buildings	<p>City of Nedlands's Property, Plant and Equipment and Infrastructure assets were valued at fair value from the historical cost basis for the first time during the year ended 30 June 2014 using External Independent valuer, Griffin Valuation Advisory and Management valuations.</p> <p>Audit procedures tested on a sample basis:</p> <ul style="list-style-type: none"> <li>• Capital asset additions on a sample basis for accuracy to supporting documentation.</li> <li>• Valuation to fair value from cost on the City of Nedlands's Property, Plant and Equipment and Infrastructure assets.</li> </ul> <p>We have relied upon the values adopted by the external valuer and other external sources where appropriate.</p> <p>Asset reconciliation schedules were verified against trial balance reported amounts.</p>

		<p>Audit evaluated the professional competence and objectivity of the expert and the adequacy of the scope of the expert's work.</p> <p>Audit also obtained a signed "Management Evaluation" letter which was critical in providing with the necessary understanding of how management has approached with the fair valuation exercise and the evaluation of the valuation results.</p> <p>Results of the audit procedures conducted did not note any material misstatement of the asset classes.</p>
2	Revenue (Fees and Charges and Grant Revenue)	<p>Audit procedures were tailored to ascertain the completeness and accuracy of revenue:</p> <ul style="list-style-type: none"> <li>➤ Control testing on fees and charges</li> <li>➤ Test a sample of revenue transactions to supporting documentation</li> <li>➤ Substantive analytical procedures</li> </ul> <p>For the year ended 30 June 2014, these amounts appear to be reasonably accounted for and recognised appropriately.</p>
3	Purchasing and Payments	<p>Audit procedures were performed to review and assess the processes and policies in the purchasing and payments area. Discussions were held with the relevant personnel involved in this area to gain an understanding of the processes and procedures, followed by an assessment of the overall controls in place. Testing was performed during our interim audit on this key operating cycle.</p> <p>Additionally, analytical procedures were performed on expenditure items to assess items for reasonableness and to ensure that fluctuations from prior year balances were consistent with our expectations.</p>
4	Payroll Expenditure	<p>Discussions were held with the relevant payroll staff. This procedure undertaken facilitated the understanding of the processes and policies in place for payroll.</p> <p>Substantive audit procedures were also performed to verify completeness and accuracy of payroll for the year ended 30 June 2014. Analytical procedures tested payroll and statutory superannuation balances, comparing budgeted results to actual results and highlighting fluctuations in fortnightly payments which were then subject to further examination.</p>

5	Provisions for Annual and Long Service Leave	<p>We examined the annual and long service leave provisions and tested a few employees on a sample basis.</p> <p>The assumptions used by City of Nedlands for the provisions with respect to discount and bond rates were compared to the equivalent assumptions provided by Macri Partners. All assumptions were within the acceptable ranges.</p> <p>Our sample testing of annual leave and long service leave balances noted no variances.</p>
6	Contingent Liabilities	<p>Audit procedures included discussions with management and reviewing the solicitor's representation letter. We also are in the process of obtaining a management representation letter to confirm that there are no contingent liabilities required to be disclosed.</p>

We are satisfied that these key areas of focus have been addressed appropriately based on our audit procedures and are properly reflected in the City of Nedlands's financial report.

#### **4. Assessment of Internal Controls**

Our interim phase of the audit indicated that the current internal control systems and processes are reasonable. They are designed adequately for City of Nedlands's current business operations.

However, a separate Interim Audit Management Letter has been provided to management following our interim audit which provides details of the internal control and compliance matters raised.

We will be following up on the implementation of the management comments during our next interim audit visit. The result of our follow-up will be reported within our next Interim Audit Management Letter.

#### **5. Key Findings During Final Phase of Audit**

During our audit planning procedures and risk identification process, we identified a number of key focus areas as outlined in Section 3 above. During the course of our year-end fieldwork, there were no accounting and audit issues noted.

## 6. Specific Required Communications

The Australian Auditing Standard ASA 260: “*Communication with Those Charged with Governance*” requires the auditor to communicate certain matters to the Audit Committee that may assist them in overseeing management’s financial reporting and disclosure process. Below we summarise these required communications as they apply to your organisation.

Reporting Requirement	Detailed Comments
Changes to Audit Approach Outlined in External Audit Plan	<ul style="list-style-type: none"> <li>➤ There were no changes to the audit approach outlined in the External Audit Plan.</li> </ul>
Significant accounting policies	<ul style="list-style-type: none"> <li>➤ Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City of Nedlands including new pronouncements adopted during the year, are described in Note 1 to the financial statements.</li> <li>➤ There were no significant changes in the application of existing policies during the year ended 30 June 2014, other than the fair value measurement of the Council’s assets and liabilities in accordance with AASB 13 <i>Fair Value Measurement</i>. The accounting policies adopted in the financial statements are appropriately disclosed.</li> </ul>
Sensitive Accounting Estimates and Disclosures	Refer to “Current Year of Audit Focus” section
Misstatements and significant audit adjustments	<ul style="list-style-type: none"> <li>➤ We are required to report to you all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature. In the context of the City of Nedlands, we consider that amounts of a value less than \$25,000 should be considered trivial. This represents 6% of materiality.</li> <li>➤ A number of disclosure adjustments to the financial statements have been discussed and amended during the course of our audit.</li> <li>➤ No financial adjustments have been raised through our audit work.</li> </ul>
Significant Weaknesses in Internal Controls	<ul style="list-style-type: none"> <li>➤ No significant weaknesses in internal control were identified. Refer to our Interim Audit Management Letter.</li> </ul>
Disagreements with management	

	<ul style="list-style-type: none"> <li>➤ There have been no significant disagreements with management during the course of the audit.</li> </ul>
<p>Serious Difficulties Encountered in Dealing with Management when Performing the Audit such as:</p> <ul style="list-style-type: none"> <li>• Significant delays in management providing required information</li> <li>• An unnecessarily brief time within which to complete the audit</li> <li>• Extensive unexpected effort required to obtain sufficient appropriate audit evidence</li> <li>• The unavailability of expected information</li> <li>• Restrictions imposed on the auditor by management</li> </ul>	<ul style="list-style-type: none"> <li>➤ There were no serious difficulties encountered in dealing with management when performing the audit.</li> </ul>
Fraud and Illegal Acts	<ul style="list-style-type: none"> <li>➤ We are not aware of any matters that require communication.</li> <li>➤ We would request that the Audit Committee members raise with us any areas of risk not addressed in our communications and that they inform us of their knowledge of any actual or suspected fraud.</li> </ul>
Compliance with laws and regulations	<ul style="list-style-type: none"> <li>➤ In performing our audit procedures, we have not become aware of any non-compliance with applicable laws or regulations that would have an impact on the determination of material amounts and disclosures in the financial report.</li> <li>➤ We have also received representations from management confirming that the Council is in compliance with all laws and regulations that impact the Council.</li> </ul>
Books and records and conduct of the audit	<ul style="list-style-type: none"> <li>➤ We have been presented with all the necessary books and explanations requested of management to support the amounts and disclosures contained in the financial statements in a timely and efficient manner.</li> <li>➤ We take this opportunity to thank Mr. Mike Cole and Mr. Rajah Senathirajah and their staff for the assistance and courtesy during our audit.</li> </ul>
Other Information in Documents Containing Audited Financial Statements	<ul style="list-style-type: none"> <li>➤ Our financial statement audit opinion relates only to the financial statements and accompanying notes. However, we will also review other information in the Annual Report, such as Management's Discussion and Analysis, for consistency with the audited financial statements.</li> </ul>
Related Party Transactions	<ul style="list-style-type: none"> <li>➤ None of which we are aware.</li> </ul>

Major Issues Discussed with Management in Connection with Initial or Recurring Retention	<ul style="list-style-type: none"> <li>➤ None.</li> </ul>
Going concern	<ul style="list-style-type: none"> <li>➤ As part of our audit, we have assessed and agreed with the conclusions reached by the management concerning the application of the going concern concept.</li> </ul>
Independence	<ul style="list-style-type: none"> <li>➤ We confirm that, as the date of this report, we are independent having regard to Macri Partners' policies, professional rules and relevant statutory requirements regarding auditor independence.</li> <li>➤ During the year ended 30 June 2014, Macri Partners has not provided any non-audit services to the City of Nedlands.</li> </ul>

## 7. Disclaimer

This report has been prepared for the Audit Committee and management of City of Nedlands Council only. It should not be quoted or referred to, in whole or in part, without our prior written consent. No warranty is given to, and no liability will be accepted from, any party other than the City of Nedlands.

## 8. Appendix 1 - Audit Opinion

### **INDEPENDENT AUDITOR'S REPORT**

#### **TO: MEMBERS OF CITY OF NEDLANDS**

We have audited the financial report of the City of Nedlands, which comprises the Statement of Financial Position as at 30 June 2014 and the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows and Rate Setting Statement for the year ended on that date and a summary of significant accounting policies and other explanatory information and Statement by Chief Executive Officer.

#### **Management's Responsibility for the Financial Report**

Management is responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended) and for such internal controls as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. Our audit has been conducted in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to management's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.



## **INDEPENDENT AUDITOR'S REPORT**

### **TO: MEMBERS OF CITY OF NEDLANDS (Cont'd)**

#### **Auditor's Opinion**

In our opinion, the financial report of the City of Nedlands:

- (c) gives a true and fair view of the financial position of the City of Nedlands as at 30 June 2014 and of its financial performance for the year ended on that date; and
- (d) complies with the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) and the Australian Accounting Standards.

#### **Report on Other Legal and Regulatory Requirements**

In accordance with the Local Government (Audit) Regulations 1996, we also report that:

- (a) There are no matters that in our opinion indicate significant adverse trends in the financial position or financial management practices of the Council.
- (b) There are no matters indicating non-compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law were noted during the course of our audit.
- (c) In relation to the asset consumption ratio and asset renewal funding ratio (presented at Note 21 of the annual financial report) we have reviewed the calculations as presented and nothing has come to our attention to suggest they are not:
  - (i) reasonably calculated; and
  - (ii) based on verifiable information.
- (d) All necessary information and explanations were obtained by us.
- (e) All audit procedures were satisfactorily completed in conducting our audit.

---

**MACRI PARTNERS  
CERTIFIED PRACTISING ACCOUNTANTS  
SUITE 2, 137 BURSWOOD ROAD  
BURSWOOD WA 6100**

---

**A MACRI  
PARTNER**

**PERTH  
DATED THIS        DAY OF                    2014.**

## **7.2 SUMMARY OF INSURANCE CLAIMS**

Moved – Councillor James  
Seconded – Councillor Hodsdon

**That the Recommendation to Committee is adopted.**

(Printed below for ease of reference)

**CARRIED UNANIMOUSLY 5/-**

### **Recommendation to the Audit and Risk Committee**

**The Audit and Risk Committee notes the summary of insurance claims as at 30 June 2014.**

### **Background**

The Audit and Risk Committee has sought a summary of outstanding insurance claims.

A summary of claims as at 30 June 2014 is attached.

### **Attachments**

1. Summary of Insurance Claims

CITY OF NEDLANDS  
**"OPEN" INSURANCE CLAIMS AS AT 25 SEPTEMBER 2014**

Incident	Date of Incident / Claim	Amount Claimed	City's Excess	Comments
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**PUBLIC LIABILITY**

Tree branch fell on vehicle	26/3/2014	\$385.00	\$0.00	Liability Denied (LI 2880)
Tripped on Uneven Footpath	14/4/2014	\$3,527.95	\$0.00	Liability Denied (LI 2931)
Vibration damage due to construction works	05/10/2014	\$6,050.00	\$0.00	Liability Denied (LI 4225)
Drove over kerb drain	16/1/2014	\$149.00	\$0.00	Liability Denied (LI1456)
Tree branch fell on vehicle	13/1/2014	\$3,613.45	\$0.00	Liability Denied (LI 1458)
Tree branch fell on vehicle	20/3/2014		\$0.00	Liability Denied (LI 2519)
Verge tree roots damaged underground equipment	17/3/2014	\$4,035.10	\$0.00	Liability Denied (LI 2520)
Coles driver hit by third party vehicle and crushed against his parked truck. Third part driver claims poor visibility due to Council tree.	08/08/2013	?	\$0.00	Pending claim from Insurance Commissioner (LI 2689)

**MOTOR VEHICLES**

1EKT588 hit from behind due to sudden stop	25/09/2014	\$2,735.06	\$2,000.00	Awaiting recovery payment from third party. (Claim 28234)
--	------------	------------	------------	---

### **7.3 INSURANCE COVER – WILLIS AUSTRALIA PTY LTD**

The Director Corporate and Strategy handed Committee Members a schedule of Insurance Premiums provided by Willis Australia and spoke about the comparison with previous cover provided by LGIS.

Moved – Councillor James  
Seconded – Mayor Hipkins

**That the Recommendation to Committee is adopted.**

(Printed below for ease of reference)

**CARRIED UNANIMOUSLY 5/-**

#### **Recommendation to the Audit and Risk Committee**

**The Audit and Risk Committee recommends that Council notes and approves the insurance premiums provided by Willis Australia**

#### **Background**

Administration appointed Willis Australia as insurance brokers following the significant increase in premiums from LGIS as a result of the City of Nedlands withdrawing from WALGA.

Willis have sourced alternative quotes for insurance for the next 12 months and their report is attached.

#### **Attachments**

1. Premium Comparison

City of Nedlands

Class of Insurance	LGIS 2014/2015 INITIAL CONTRIBUTION \$	LGIS 2014/2015 REVISED CONTRIBUTION \$	WILLIS 2014/2015 PREMIUM \$	Insurer	Comments
Contract Works (Annual)	\$ 8,712.00	\$ 8,712.00	\$ 5,466.78	Allianz	Includes Liability
Directors & Officers Liability	\$ 11,095.34	\$ 11,095.34	\$ 10,163.45	ACE	Includes EPL Cover \$1M
Group Journey Injury	\$ 475.75	\$ 475.75	\$ 536.25	Chubb/ROUM	Minimum premium
Motor Vehicle Fleet	\$ 54,869.39	\$ 54,869.39	\$ 29,590.00	QBE	Highly Discounted
Group Personal Accident	\$ 1,980.00	\$ 1,980.00	\$ 1,443.75	Chubb/ROUM	Special Rate
Corporate Travel	\$ -	\$ -	\$ 511.73	Chubb/ROUM	Minimum premium
Casual Hirers Liability	\$ 3,927.00	\$ 5,236.00	\$ 2,750.00	Allianz	50 Uninsured Hires - Minimum Premium
Crime	\$ 1,933.43	\$ 2,577.00	\$ 2,711.50	ACE	Increased limit from 500k to \$1M
Industrial Special Risks (Property)	\$ 125,149.35	\$ 166,865.00	\$ 88,617.39	QBE	\$5k deductible (adverse claims) to achieve rate
General Liability			\$ 66,000.00	CGU	Total Premium \$129,250
Liability - 1st XS Layer 50m xs 30m			\$ 41,250.00	Great Lakes	
Liability - 2nd XS Layer 20m xs 80m			\$ 11,000.00	CGU	
Liability - 3rd XS Layer 50m xs 100m			\$ 11,000.00	Allianz	
Professional Indemnity			\$ 55,000.00	CGU	Total Premium \$126,478
PI 1st XS Layer 25m xs 30m	\$ 175,714.11	\$ 234,283.00	\$ 17,875.00	Great Lakes	
PI 2nd XS Layer 20m xs 55m			\$ 27,500.00	Dual	
PI 3rd XS Layer 5m xs 75m			\$ 5,500.00	Chubb	
PI 4th XS Layer 5m xs 80m			\$ 8,250.00	XL	
PI 5th XS Layer 10m xs 85m			\$ 9,603.00	WR Berkley	
PI 6th XS Layer 5m xs 95m			\$ 2,750.00	Great Lakes	
Workers Compensation	\$ 222,851.08	\$ 297,132.00	\$ 259,990.50	CGU	25% Claims Experience Discount
Fee	\$ -	\$ -	\$ 40,150.00		
<b>TOTAL PREMIUM (including all Charges)</b>	<b>\$ 606,707.45</b>	<b>\$ 783,225.48</b>	<b>\$ 697,659.35</b>		<b>Overall Premium Saving \$85,566.13</b>

Willis quotes below LGIS revised quote			\$85,566.13	
Willis quotes above LGIS 1st quote			\$90,951.90	
Summary Comparison	\$606,707.45	\$783,225.48	\$697,659.35	
1) WALGA Membership	\$19,000.00			
2) Other WALGA Services	\$20,000.00			
	\$39,000.00			
3) Additional General Liability recomn	\$10,000.00			
4) Average LGIS Surplus Distribution	-\$30,000.00			
5) Potential Willis Workers Compensation Performance Discount			-\$56,000.00	
	\$625,707.45		\$641,659.35	\$15,951.90

## **7.4 BDO – INTERNAL AUDIT REPORT – RISK MANAGEMENT REVIEW**

The Presiding Member invited Mr Manning from BDO to address the Committee and speak to their report and findings.

Moved – Mayor Hipkins  
Seconded – Councillor James

**That the Recommendations to Committee is adopted.**

(Printed below for ease of reference)

**CARRIED UNANIMOUSLY 5/-**

### **Recommendation to the Audit and Risk Committee**

**The Audit and Risk Committee receives the Internal Audit Report - Risk Management Framework and notes the actions to be undertaken by Management to address the findings in the report.**

### **Background**

In accordance with the 2014/15 Internal Audit Plan, BDO undertook an internal audit of the Risk Management framework of the City of Nedlands in June 2014.

The objective of the audit is to ensure that a suitable Risk Management framework has been established within the organisation. In particular the audit will ensure that the framework is in line with recognised good practice and looked at the following areas:

- Risk identification
- Risk assessment
- Risk mitigation strategies
- Risk monitoring and reporting
- Risk education and communications throughout the organisation.

The overall rating for this review is “Marginal”. As discussed, we use a four scale rating system, with the “Good” conclusion being the most favourable rating, reducing to “Satisfactory”, then “Marginal”, and a “Weak” conclusion being the least favourable. We have given this assignment a “Marginal” conclusion because, whilst we note that there is a control framework in place, it has yet to receive formal approval from the Audit & Risk Committee, and there are other specific improvements that can be made to the framework as it currently stands. The Enterprise Risk Management Governance Framework has now been completed and is included as an item later in this agenda.

### **Attachment**

1. City of Nedlands – Risk Management



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Fax: +61 8 6382 4601  
www.bdo.com.au

38 Station Street  
Subiaco, WA 6008  
PO Box 700, West Perth WA  
Australia 6872

27 August 2014

Mr Michael Cole  
Director of Corporate Strategy  
City of Nedlands  
71 Stirling Highway  
Nedlands WA 6009

Dear Michael,

City of Nedlands - Risk Management Review

We write to advise you of the completion of our review of the Risk Management ("the Review") framework and process at the City of Nedlands ("the City"). This review has been conducted in accordance with our agreed Terms of Reference dated 3 June 2014. We now enclose our report which details the findings arising from the review.

Should you have any queries in relation to this report please do not hesitate to contact either myself on (08) 6382 4690 or Lih Ling Ma on (08) 6382 4745.

Yours faithfully,  
BDO Audit (WA) Pty Ltd

James Manning  
Associate Director

Encl.

A low-angle, upward-looking photograph of two workers on a cable-stayed bridge. The workers are silhouetted against a bright blue sky with scattered white clouds. They are positioned on a narrow walkway or platform, with their bodies and equipment reflected on the surface below them. The bridge's cables are prominent, creating a strong sense of height and perspective. The overall mood is one of industrial activity and risk-taking.

CITY OF NEDLANDS  
Risk Management Review

June 2014



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## 1. EXECUTIVE SUMMARY

### 1.1 Context

As part of the City of Nedlands' (the "City") commitment to organisation-wide risk management principles, systems, and processes, in 2009 the City's management team established a risk management policy. The intention was to put in place governance over organisation-wide risk management that would ensure consistent, efficient, and effective assessment and management of risk in all planning, decision-making, and operational processes.

In 2012 the City engaged an external consultant from LGIS to assist in developing an Enterprise Risk Management Framework and conduct risk assessment workshops with management and various business units. These were aimed at identifying and assessing the organisation's risk exposures. As a result of this engagement an Enterprise Risk Management Framework and risk registers for strategic and operational risks were documented. However, at the time of our visit we were advised that these documents had not yet been finalised and approved by the City's management. We were also advised that this delay had occurred because management had focussed their attention over the last two years on the priority task of implementing a Business Continuity framework, covering in particular the IT elements.

Currently, the Audit and Risk Committee has overall responsibility for overseeing risk management within the City. This Committee meets two to three times a year, and we were advised that the risks discussed were limited to financial, asset, investment, insurance, and Occupational Health and Safety (OHS). The organisation-wide risks had not been reported and discussed in this forum because the current risk registers had not been finalised and therefore could not be tabled for approval by the City's management or Audit and Risk Committee.

Notwithstanding the above, the City's management recognise that an on-going risk management process needs to be operational and maintained in order for continuous improvement to be sustained. The City is currently working with the external consultant from LGIS to re-perform the risk assessment workshops with the various business units. This exercise will also include facilitating a review and update of the operational risk register and existing Risk Management policy and framework. Subsequent to this review, the City management is aiming to finalise, formalise, and implement its Risk Management processes such that they become routine, on-going and consistent practice.

As the internal auditor of the City, BDO has been engaged to undertake a Risk Management Review ("the Review") as part of the City's 2014/2015 Internal Audit Annual Plan. The Review was planned to focus on the City's risk management framework and processes, with particular regard to assessing whether or not the existing practice is in line with recognised good practice as typified by such standards as the ISO 31000 Risk Management Principles and Guidelines. This report now details the objectives, scope, approach, conclusion, and detailed findings arising from this review.

### 1.2 Conclusion

The overall rating for this review is "*Marginal*". As discussed, we use a four scale rating system, with the "Good" conclusion being the most favourable rating, reducing to "Satisfactory", then "Marginal", and a "Weak" conclusion being the least favourable. We have given this assignment a "Marginal" conclusion because, whilst we note that there is a control framework in place, it has yet to receive formal approval from the Audit & Risk Committee, and there are other specific improvements that can be made to the framework as it currently stands.

We note from our review that the City has implemented a Risk Management Policy for governing its risk management process (albeit this is now in the process of being updated), and the organisation has developed and documented an Enterprise Risk Management Framework comprising Strategic and Operational risk registers. We also noted that there were processes in place to embed risk within the organisation. For example, risk management is an item of discussion when new projects are being planned, and new staff are trained on risk management in a formal induction process. Furthermore, the organisation engaged an external consultant to document its operational risks. Therefore, there are elements of good practice and the foundations to the framework are in place.

Notwithstanding the good practices noted above, we did find that the Risk Management framework, including the strategic and operational risks registers as currently maintained by the City, have not yet been formally approved and signed off by the City's management team for consistent implementation and practice. As a result of this, we observed that the existing organisational risks are managed and reported in a silo manner by respective business units and management, and there is no overarching or consolidated risk register that records the organisational risks for management reporting and monitoring.

All the existing risk registers in place are out of date and require review; for example, it appears that the strategic risk register was last updated during 2010. Key to a risk management framework is the process of monitoring and reviewing risks, in order to ensure that new risks are identified, obsolete risks do not consume management's attention, and risk ratings are revised where necessary.

We also noted that there was no item tabled in the Audit and Risk Committee meeting agenda for discussion on organisational risks. The Audit and Risk Committee is charged with risk management responsibilities, and as such must have oversight over the risk management framework adopted by the organisation and knowledge of the range of risks that the organisation faces (in terms of operational, strategic, financial, IT etc). The Committee is responsible for not only reviewing risk mitigation strategies (such insurance coverage and disaster recovery planning), but also for reviewing the risk assessments performed by management, and for determining the risk appetite of the organisation (amongst other roles).

In addition, there was no linkage and alignment of risks in the current risk registers, i.e. the strategic and operational risk registers, with the current organisational strategic objectives and goals. For example, taken from the Strategic Community Plan, one of the City's 'Strategic Priorities' is 'providing for sport and recreation'. The City has identified that one of the ways to succeed in this priority is through 'assisting with grant applications to secure facility funding from state government'. From a risk perspective, the City should be looking at each individual strategic priority and asking "what is the risk to the City of Nedlands of not achieving this?". One of these risks may be that there are cut backs to government spending, thus impacting the availability of grants for sports and recreation consumption, as a result of which the City may have to explore other funding avenues. This is an example of one risk that should be captured on the strategic risk register.

On an operational risk register this risk may appear under the departmental risk register of the department that is responsible for funding applications.

These shortcomings may hinder the City in its efforts to manage its organisational risks in an effective and efficient manner. They may have also constrained the City in ensuring that organisational risks are identified, assessed, reported, and monitored such that the organisational objectives and goals will be met.

Our remaining findings are summarised in section 1.3. We believe that the rectification of the exceptions noted will substantially mitigate the risk exposures that emanate from such exceptions. It will also

improve the City’s risk management practice and improve its overall compliance with its risk management policy, framework, and procedures.

### 1.3 Summary of key findings

We identified one ‘High’ risk-rated finding and one ‘Medium’ risk-rated finding. These are summarised in Table 1 below. We have also identified two ‘Low’ risk-rated findings and made two observations. The findings and observations are further explained in Section 3 and 4 of this report. The definitions of individual ratings are provided at Section 6 of this report.

Table 1: Summary of ‘High’ and ‘Medium’ risk-rated findings

Reference	Findings
High rated	
3.1.1	<p>Lack of alignment of risk management strategy with the organisation’s objectives and goals</p> <ul style="list-style-type: none"> <li>• No alignment or linkage of strategic and operational registers with the organisation’s strategic objectives and goals;</li> <li>• Current organisational risks are managed on a silo basis by respective business units and their respective managements; no consolidated organisation-wide risk register is being maintained. For example, there are over 25 operational risk registers in existence and there are numerous duplicated risks between the various registers. Similarly, common risks are not shared between risk owners and risk owners do not hold discussions on a formal basis to reassess the risk rating;</li> <li>• At the time of our review, organisation-wide risks were not tabled as a discussion item in Audit and Risk Committee meetings for discussion and reporting.</li> </ul>
Medium rated	
3.2.1	<p>Lack of formalisation and documentation of the risk management process</p> <ul style="list-style-type: none"> <li>• Documents related to Risk Management were not being reviewed and updated on a regular basis; some of these documents had not been formally approved and signed off by management for subsequent implementation and consistent practice;</li> <li>• The documentation had not been subjected to version and change controls;</li> <li>• There was no formal protocol and process in place for the Risk Manager to coordinate, review, and communicate risks across the organisation;</li> <li>• The current risk registers i.e. the Strategic and Operational Risk Registers, did not have risk owners and treatment owners identified and appointed for the responsible ownership and treatment of the risk items identified;</li> <li>• Clear roles and responsibilities for relevant parties involved in Risk Management such as Councillors, the Audit and Risk Committee, the Director, the Risk Manager, the Risk Coordinator, the Risk Owner, the risk Treatment Owner, and relevant Managers and staff had not been adequately defined;</li> <li>• Procedures on the review and maintenance of key Risk Management documentation and recordkeeping tailored to the City’s operating environment had not been</li> </ul>

formally documented.

#### 1.4 Acknowledgement

We thank the staff at the City for their willing support and assistance given to us in executing this review.

## 2. AUDIT APPROACH

### 2.1 Objectives of Review

The objective of this review was to provide a report detailing the observations and recommendations resulting from consideration of the design of the Risk Management framework and the related processes that have been established by the City to support its risk identification, assessment, reporting, monitoring, and communication procedures.

### 2.2 Scope of Review

The following areas were covered by this review:

- Risk management policy;
- Risk appetite;
- Risk identification and assessment;
- Risk monitoring, reporting and communication;
- Links between the strategic objectives of the organisation and the risk management framework;
- Risk roles and responsibilities;
- Embedding risk management within the organisation, including training.

### 2.3 Approach

In executing this review, we have:

- Held discussions with management, staff and the external consultant (LGIS) in order to gain an understanding of the current Risk Management processes as applied in the City's operating environment;
- Performed a desktop review of Risk Management documentation and evaluated the adequacy of the controls that management has developed and implemented to support the integrity of the Risk Management process;
- Because this is a high level review, we did not perform substantive testing; however, we have sought documentary evidence to demonstrate that controls are operating as intended;
- Upon conclusion of the fieldwork activities, we conducted a closeout meeting with management to discuss the results of the fieldwork activities.
- We then prepared a draft report (this report) highlighting key findings from our fieldwork and recommendations to address the identified control weaknesses. We are now issuing this draft report to management for them to validate the accuracy of the findings and to check that all recommendations are practical in nature and appropriate in purpose.
- Upon receipt of management's comments in relation to our findings, we will finalise our report for distribution.

### 3. DETAILED FINDINGS

#### 3.1 High Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<p>3.1.1 Lack of alignment of risk management strategy with the organisation’s objectives and goals</p> <p>From our review, we noted that the City has developed a Council’s Strategic Plan with a list of the Council’s strategic priorities. However, the current Strategic Risk Register had not been updated to be in alignment with the current Council’s Strategic Plan.</p> <p>In addition, the organisational risks identified or listed in the Council’s original Strategic Plan and Risk Registers (i.e. its Strategic and Operational Risk Registers), do not include new projects. Furthermore the Council’s business reports are currently managed and maintained by respective staff in their separate functional areas in a silo manner. As a result there was no consolidation or linkage between these disparate risks in a centralised risk register that covered and correlated all of the City’s risk exposures.</p> <p>We were also advised by management that the Audit and Risk Committee is currently focused on financial risks such as asset custody and maintenance, investment management, and insurance coverage. There was no agenda item for the Audit and Risk Committee meeting to discuss and report on organisational risks; we were advised that this omission had arisen because the current risk registers had not been finalised and approved by management.</p>	<ul style="list-style-type: none"> <li>• Failure to achieve strategic objectives of the organisation as the risks likely to result in the strategy not being achieved have materialised because of a failure to identify and manage them.</li> <li>• Management and employees are not aware of the risks affecting the organisation and how to manage these risks.</li> <li>• Risks are not consistently or adequately measured, monitored or reported, increasing the likelihood of risks materialising.</li> </ul>	<p>We recommend that management should: -</p> <ul style="list-style-type: none"> <li>• Identify and assess organisation-wide risks against its current organisational strategic objectives and goals. Thereafter, align and update the current strategic and operational risks accordingly;</li> <li>• A process should be put in place to identify, assess, report and monitor risks on an on-going basis to ensure all risks are being managed at a strategic and/or operational level, as appropriate. This process should also be formally documented in the City’s authorised Risk Management Procedures;</li> <li>• An overarching/</li> </ul>	<p>Management Action:</p> <p>The recommendations are noted and agreed. The Executive has reviewed the final draft of the Governance Framework for Risk Management and subject to some minor changes, will be implemented. Recommendations can be incorporated into the Framework.</p> <p>Responsible Official:</p> <p>Manager Corporate Strategy and Systems.</p> <p>Implementation Date:</p> <p>31 October 2014.</p>

### 3.1 High Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
		<ul style="list-style-type: none"> <li>consolidated risk register should be maintained to identify and eliminate duplicate risk items shared by different business units;</li> <li>A discussion item should be scheduled in the Audit and Risk Committee’s meeting agenda to report and discuss organisational risk issues.</li> </ul>	

### 3.2 Medium Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<p>3.2.1 Lack of formalisation and documentation of the risk management process</p> <p>From our review of the Risk Management process and its related documentation, we noted the following exceptions:</p> <p>i. The following documentation pertaining to Risk Management was not being subject to review or being updated on a regular basis. Except for the Risk Management Policy, these documents were not formally approved and signed off by management:</p> <ul style="list-style-type: none"> <li>Risk Management Policy (last signed off on</li> </ul>	<ul style="list-style-type: none"> <li>Risk management roles and responsibilities are not clearly defined, leading to a lack of ownership and accountability for risk management within the organisation.</li> <li>Staff do not adhere to the risk management</li> </ul>	<p>i. We understand that currently Management is engaging an external consultant from LGIS to re-perform the risk assessment exercise. We recommend that the updated documents from this exercise should be reviewed, approved and</p>	<p>Management Action:</p> <p>The recommendations are noted and agreed. As mentioned above, the Executive has reviewed the final draft of the Governance Framework for Risk Management and subject to some minor changes, will be implemented. Recommendations can be incorporated into the Framework.</p>



### 3.2 Medium Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<p>18/06/2009)</p> <ul style="list-style-type: none"> <li>Enterprise Risk Management Framework (Jan 2012)</li> <li>Strategic Risk Register (26 Oct 2010)</li> <li>Operational Risk Register</li> </ul> <p>We were advised this was due to management's current focus being on developing a Business Continuity Framework;</p> <p>ii. The above documents were not subject to version and change controls;</p> <p>iii. We were advised by the Risk Manager that risks are being discussed and managed within his own business unit, but he has no visibility on how other business units manage their risks. Currently, there was no formal protocol or process in place for the Risk Manager to coordinate, review and communicate risks across the organisation;</p> <p>iv. The current risk registers, i.e. the Strategic and Operational Risk Registers, did not have risk owners or treatment owners identified and appointed for ownership and treatment of the risk items identified;</p> <p>v. Clear roles and responsibilities for the relevant parties involved in Risk Management such as Councillors, the Audit and Risk Committee, the Directors, the Risk Manager, the Risk Coordinators, the Risk Owners, the Treatment Owners, Managers and staff had not been adequately defined;</p> <p>vi. Procedures for the review and maintenance of key Risk Management systems, processes, and</p>	<p>policy, resulting in risks not being adequately managed and increasing the likelihood of risks materialising.</p> <ul style="list-style-type: none"> <li>Risks are not appropriately assessed leading to the wrong risk management strategies being adopted.</li> <li>Risks are not consistently or adequately measured, monitored or reported, increasing the likelihood of risks materialising.</li> <li>The risk management framework is not robust because it is not in line with good practice.</li> </ul>	<p>signed off by Management. Thereafter, the organisational risks should be reported to Audit and Risk Committee on a regular basis.</p> <p>Management should also establish a formal procedure to review and update these documents in a regular and timely manner and/or on an as needed basis, as is most appropriate.</p> <p>ii. A mechanism should be implemented to manage version and change history/document content revisions and updates.</p> <p>iii. A formal procedure on Risk Management should be established to enable the Risk Manager to coordinate, review, report, and communicate risks across the organisation.</p> <p>iv. A regular Risk Management meeting</p>	<p>Responsible Official: Manager Corporate Strategy and Systems.</p> <p>Implementation Date: 31 October 2014.</p>

### 3.2 Medium Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<p>recordkeeping, tailored to the City's operating environment, had not been formally documented.</p>		<p>should be scheduled involving the Risk Manager, Coordinator, Risk Owners, and Treatment Owners to discuss and report risks. This procedure should also be documented and communicated to the relevant staff involved in Risk Management.</p> <p>v. The formal appointment of Risk Owners and Treatment Owners should be assigned to all risks identified.</p> <p>vi. A written Risk Management procedure that outlines the following should be formalised and communicated to all relevant staff.</p> <ul style="list-style-type: none"> <li>➤ Roles and responsibilities of           <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Audit and Risk Committee</li> <li>• Director</li> <li>• Risk Manager</li> <li>• Risk Coordinator</li> </ul> </li> </ul>	

### 3.2 Medium Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
		<ul style="list-style-type: none"><li>• Managers</li><li>• Staff</li><li>➤ Maintenance of key risk management documentation and recordkeeping.</li><li>➤ Risk reporting and review procedure.</li></ul>	

### 3.3 Low Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<p>3.3.1 Insufficient risk description and communication</p> <p>From the review of the Risk Management documentation, we noted the following exceptions:</p> <ul style="list-style-type: none"> <li>Most of the risk items in the Strategic and Operational risk registers were described in a single line item for e.g. Unskilled staff, lack of budget, age of equipment. We suggest that such terse terminology could appear to be ambiguous or even inadequate for the purposes of explicit risk description;</li> <li>Risk management related documentation (i.e. Risk Management Policy, Framework, etc) are currently kept in the TRIM records management system. This has not been formally communicated to all staff.</li> </ul>	<ul style="list-style-type: none"> <li>Risk management is not adequately embedded within the organisation resulting in management and staff not taking appropriate action to ensure that the identified risks are mitigated through the implementation of sound internal controls.</li> <li>Management and employees are not aware of the risks affecting the organisation and how to manage these risks.</li> </ul>	<ul style="list-style-type: none"> <li>We recommend that Management should work with the LGIS external consultant to revise and improve risk descriptions when they conduct their risk assessment updating process with business units.</li> <li>The risk management documentation should be make accessible to all staff through a central location, for example by publishing its existence on the City's intranet, and make it accessible through a portal, for example Sharepoint.</li> </ul>	<p>Management Action:</p> <p>The recommendations are noted and agreed. A revised template for risk assessments is being implemented and the risk register will be accessible to all via SharePoint. Greater awareness of the Framework and the location of templates and supporting documentation is to be arranged.</p> <p>Responsible Official:</p> <p>Manager Corporate Strategy and Systems.</p> <p>Implementation Date:</p> <p>31 October 2014.</p>
<p>3.3.2 Missing practical advice in staff induction</p> <p>From our review of the staff induction presentation on the City's Risk Management processes, we noted that the presentation material provides only theoretical information on the process. However, it did not provide practical advice that was tailored to the City's operating environment. Shortcomings noted included:</p>	<ul style="list-style-type: none"> <li>Staff do not adhere to the risk management policy, resulting in risks not being adequately managed and increasing the likelihood of risks</li> </ul>	<p>The staff induction presentation should be enhanced to include relevant information with regard to Risk Management. Specifically the induction</p>	<p>Management Action:</p> <p>The recommendation is noted and agreed. The staff presentation will be enhanced accordingly.</p> <p>Responsible Official:</p> <p>Manager Corporate Strategy and</p>

### 3.3 Low Risk-Rated Findings

Finding	Risk	Recommendation	Management Comment
<ul style="list-style-type: none"> <li>Who staff should consult with regard to risk identification and reporting.</li> <li>What are the staff and management's (i.e. Councillors, Audit and Risk Committee, Risk Manager, Risk Coordinator, Risk Owner, Treatment Owner, general staff) roles and responsibilities in the Risk Management Process.</li> <li>Where the Risk Management documents/information is kept, e.g. Policy, Framework, Procedures, Risk Register etc.</li> </ul>	<p>materialising.</p> <ul style="list-style-type: none"> <li>Risk management roles and responsibilities are not clearly defined, leading to a lack of ownership and accountability for risk management within the organisation.</li> <li>Risk management is not adequately embedded within the organisation resulting in management and staff not taking appropriate action to ensure that the identified risks are mitigated through the implementation of sound internal controls.</li> </ul>	<p>should include practical, usable hands-on procedures that are tailored to the City's operating environment and potential needs.</p>	<p>Systems. Implementation Date: 1 December 2014.</p>

## 4. Observations

Observations	Improvement Opportunity	Management Comment
<p>4.1 Review of strategic risk register</p> <p>We were advised that management has engaged LGIS as an External Consultant to re-perform the operational risk assessment with various business units. We understand that strategic risk assessment and updating of the Strategic Risk Register update was not included in their work scope.</p>	<p>If the review of the Strategic Risk Register is not covered as part of the work scope for the LGIS External Consultant, then management should carry out a strategic risk assessment on its own initiative, and then update and align these risks with the Operational Risk Register and the City's objectives and goals.</p>	<p>Management Action:</p> <p>The observation is noted. Strategic risks were included in the Strategic Community Plan and Corporate Business Plan. These will be incorporated into the Risk Register for regular review and Governance Framework for Risk Management.</p> <p>Responsible Official:</p> <p>Manager Corporate Strategy and Systems.</p> <p>Implementation Date:</p> <p>31 December 2014.</p>
<p>4.2 Job description - Corporate Strategy Director</p> <p>We understand that the responsibility of overseeing Organisational Risk Management is delegated to the Corporate Strategy Director; however, his job description did not refer to this responsibility.</p>	<p>Management should review the Corporate Strategy Director Job Description and include appropriate responsibilities with regard to Risk Management, this for clarity and accountability.</p>	<p>Management Action:</p> <p>The observation is noted. While there is already the inclusion of appropriate responsibilities in the PD for the Manager Corporate Strategy and Systems, and this officer reports to the Director Corporate and Strategy, it is agreed to update the PD for the Director to include appropriate responsibilities for risk management.</p> <p>Responsible Official:</p> <p>Director Corporate and Strategy.</p> <p>Implementation Date:</p> <p>31 October 2014.</p>

## 5. KEY ENGAGEMENT DETAILS & TIMINGS

### Key engagement details

Date Final Report Issued	27 August 2014
Review Period Covered	As at June 2014
BDO Engagement Director	James Manning
Draft Report to be issued to Client Sponsor	Michael Cole

### Key engagement timings

Key Events	Expected Date	Actual Date	Comments on Variations
Planning Meeting	03/06/2014	03/06/2014	
Fieldwork commencement	16/06/2014	16/06/2014	
Fieldwork completion	16/06/2014	18/06/2014	
Close out meeting	16/06/2014	18/06/2014	
Draft report sent	07/07/2014	03/07/2014	
Management Comments Received	21/07/2014	25/08/2014	Delay due to staff in charged was on leave.
Final report issued	28/07/2014	27/08/2014	



## Engagement participants

Name	Title
City of Nedlands	
Michael Cole	Corporate Strategy - Director
Mike Fletcher	Corporate Strategy and Systems - Manager
Michael Sparks	LGIS - Senior Risk Consultant
BDO	
James Manning	Associate Director
Lih Ling Ma	Senior Manager
Victoria Yale	Manager



## 6. RISK RATINGS

### Overall report rating

Ratings awarded represent the summation of our work based on the results of our testing of a process or area. The control environment has been rated using the following criteria.

Rating	Definition
Weak	No control framework in place. Significant control weaknesses were noted which have or may result in a material exposure. No compensating controls in place to mitigate the identified risks.
Marginal	Limited control framework in place. Significant control weaknesses were noted which have or may result in a material exposure.
Satisfactory	Overall a control framework is in place. Some improvements identified which would improve the control environment.
Good	Control environment in place with no improvements noted.

### Rating individual findings

The following framework for audit ratings has been developed in order to prioritise the internal audit findings according to their relative significance, depending on their impact on a process. The individual audit findings contained in this report have been discussed and rated with management.

Rating	Definition
High	Issue represents a control weakness which could have or is having a major adverse effect on the ability to achieve process objectives.
Medium	Issue represents a control weakness which could have or is having a significant adverse effect on the ability to achieve process objectives.
Low	Issue represents a minor control weakness with minimal but reportable impact on the ability to achieve process objectives.
Observations	Issue represents an opportunity for management to consider in order to improve the effectiveness of the control environment.

## 7. INHERENT LIMITATIONS

Because of the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure within which the control procedures that are subject to internal audit operate is not reviewed in its entirety and, therefore, no opinion or view is expressed as to the effectiveness of the greater internal control structure. An internal audit is not designed to detect all weaknesses in control procedures as it is not performed continuously throughout the period and the tests performed on the control procedures are done on a sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, City of Nedlands management and personnel. We have indicated within this report the sources of the information provided. We have not sought to verify those sources independently unless otherwise noted within the report. We are under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form unless specifically agreed with management. The findings in this report have been formed on the above basis.

## 8. RESTRICTION OF USE

This report is solely for the purposes as set out in the Objectives of Review section of this report and is for the information of the City of Nedlands Council and management and is not to be used for any other purpose or distributed to any third party without BDO's prior written consent. BDO nor any member or employee of BDO undertakes responsibility arising from reliance placed by a third party on this report and any reliance placed is at that party's sole responsibility.

<b>7.5 ENTERPRISE RISK MANAGEMENT – GOVERNANCE FRAMEWORK</b>
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Moved – Councillor McManus  
Seconded – Councillor James

**That the Recommendation to Committee be adopted.**  
(Printed below for ease of reference)

**CARRIED UNANIMOUSLY 5/-**

**Recommendation to the Audit and Risk Committee**

**The Audit and Risk Committee endorses the Enterprise Risk Management Governance Framework.**

**Background**

The City has been developing a Enterprise Risk Management Governance Framework with the assistance of consulting services provided by LGIS.

As noted in the BDO Internal Audit Report Risk Management framework, while the City has developed strategic and operational risks registers and a framework, the framework had not been formally approved and signed off by the City's management team. The Enterprise Risk Management Governance Framework has now been reviewed and updated by the Executive and is presented for review by the Audit and Risk Committee.

It is the City's aim to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the City, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the City's Integrated Planning Framework. The City's Management Team will determine and communicate the Risk Management Protocol, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee within the City is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process. Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

Risk assessments will be undertaken if one or more of the following apply:

- A new strategy / function / service / project / activity is planned;
- Involves capital expenditure;

- Requires the buy-in of staff &/or external stakeholders;
- Requires the management of sensitive issues or has potential political implications;
- Requires a project plan; and
- Introduces significant change (especially software / systems/ processes).

**Attachments**

1. City of Nedlands – Enterprise Risk Management Governance Framework

# Enterprise Risk Management

## Governance Framework 2014/5

*From concept to continuous improvement*

September 2014

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## Risk Management Protocol

<b>KFA</b>	Governance
<b>Status</b>	Administration
<b>Responsible Division</b>	Corporate and Strategy

**Objective** The City of Nedlands Risk Management Administration Protocol documents the City's commitment to managing uncertainty that may impact the City's strategies, goals or objectives.

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### Protocol

It is the City's aim to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the City, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the City's Integrated Planning Framework.

The City's Management Team will determine and communicate the Risk Management Protocol, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee within the City is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

Risk assessments will be undertaken if one or more of the following apply:

- A new strategy / function / service / project / activity is planned
- Involves capital expenditure
- Requires the buy-in of staff &/or external stakeholders
- Requires the management of sensitive issues or has potential political implications
- Requires a project plan
- Introduces significant change (especially software / systems / processes)

### Definitions (from AS/NZS ISO 31000:2009)

**Risk:** Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

**Risk Management:** Coordinated activities to direct and control an organisation with regard to risk.

**Risk Management Process:** Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

### **Risk Management Objectives**

- To identify, prioritise and assess potential strategic, operational and project risk and integrate risk management into daily management processes.
- To ensure the health and safety of employees and members of the public within the City's jurisdiction is not compromised.
- To limit loss or damage to property and other assets.
- To ensure our environmental responsibility.
- Optimise the achievement of our vision, mission, strategies, goals and objectives.
- Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- Enhance risk versus return within our risk appetite.
- Embed appropriate and effective controls to mitigate risk.
- Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhance organisational resilience.
- Identify and provide for the continuity of critical operations

### **Risk Appetite**

The City quantified its risk appetite through the development and endorsement of the City's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this protocol.

All organisational risks to be reported at a corporate level are to be assessed according to the City's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisations appetite and are to be noted within the individual risk assessment.

### **Roles, Responsibilities & Accountabilities**

Roles, responsibilities and accountabilities are documented in the Risk Management Procedures Document.

### **Monitor & Review**

The City will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

This protocol will be kept under review by the City's Management Team and its employees. It will be formally reviewed biennially and reported to the Audit and Risk Committee



**Related documentation**

Nil

**Review History**

Date approved by Executive

## Risk Management Procedure

<b>KFA</b>	Governance
<b>Responsible Division</b>	Corporate and Strategy

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### Governance

Appropriate governance of risk management within the City of Nedlands (the “City”) provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective Governance Structure to support the risk framework.

### Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness biennially.

### Operating Model

The City has adopted a “**Three Lines of Defence**” model for the management of risk. This model ensures roles; responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support the delivery of the Strategic, Corporate & Operational Plans.

#### First Line of Defence

All operational areas of the City are considered ‘1<sup>st</sup> Line’. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the decision-making process of risk.
- Prepare risk acceptance proposals where necessary, based on level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

#### Second Line of Defence

The Governance Officer (Policy & Projects Officer in conjunction with Manager Corporate Strategy and Systems) acts as the primary ‘2<sup>nd</sup> Line’. This position owns and manages the framework for risk management, drafts and implements governance procedures and provides the necessary tools and training to support the 1st line process. The Management Team, in their capacity as Risk Committee, supplement the second line of defence.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1<sup>st</sup> & 3<sup>rd</sup> lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1<sup>st</sup> Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.

- Monitoring and reporting on emerging risks.
- Co-ordinating the City’s risk reporting for the CEO & Management Team and the Audit and Risk Committee.

**Third Line of Defence**

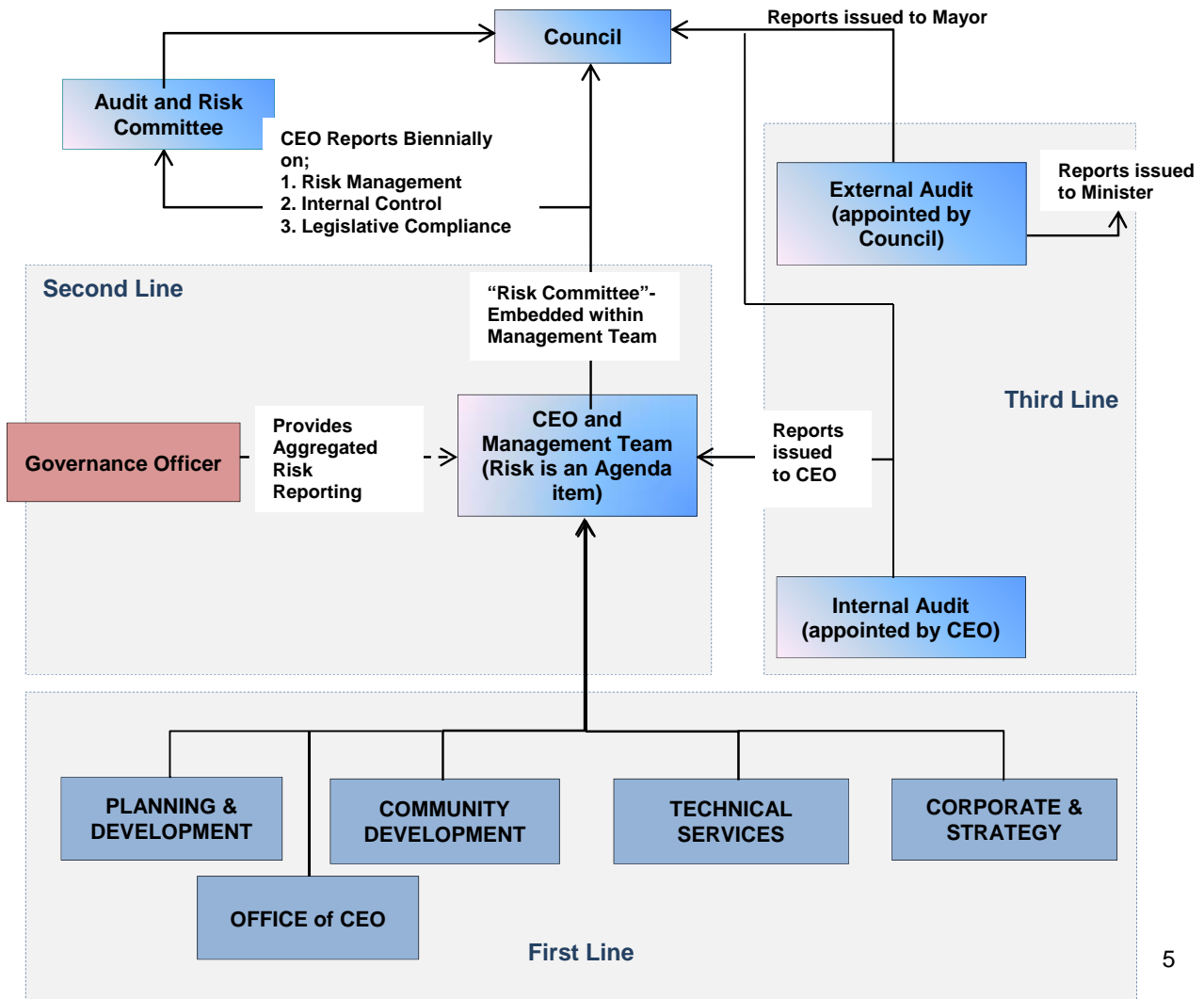
Internal & External Audit are the third line of defence, providing independent assurance to the Council, Audit and Risk Committee and City Management on the effectiveness of business operations and oversight frameworks (1<sup>st</sup> & 2<sup>nd</sup> Line).

Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO with input from the Audit and Risk Committee.

External Audit – Appointed by the Council on the recommendation of the Audit and Risk Committee to report independently to the President and CEO on the annual financial statements only.

**Governance Structure**

The following diagram depicts the current operating structure for risk management within the City:



## **Roles & Responsibilities**

### **Council**

- Appoint / Engage External Auditors to report on financial statements annually.
- Establish and maintain an Audit and Risk Committee in terms of the Local Government Act.

### **Audit and Risk Committee**

- Assist the Council to discharge its responsibilities with regard to the exercise of due care, diligence and skill in relation to:
  - The reporting of financial information, the application of accounting policies, and the management of the financial affairs of the City; and
  - The assessment of the adequacy of the management of Risk.
- At least once every year consider a report in relation to the management of risk within the City of Nedlands, and satisfy itself that appropriate controls and processes are in operation, and are adequate for dealing with the risks that impact on the City.
- Address any specific requests referred to it from Council in relation to issues of risk and risk management.

### **CEO / Management Team**

- Appoint Internal Auditors as required under Local Government (Audit) Regulations.
- Liaise with Council in relation to risk matters.
- Approve and review the appropriateness and effectiveness of the Risk Management Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues and trends.
- Document decisions and actions arising from risk matters.
- Own and manage the Risk Profiles for the organisation.
- Incorporate 'Risk Management' into Management Meetings, by incorporating the following agenda items;
  - New or emerging risks.
  - Review existing risks.
  - Control adequacy.
  - Outstanding issues and actions.

### **Governance Officer**

- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for Risk matters.

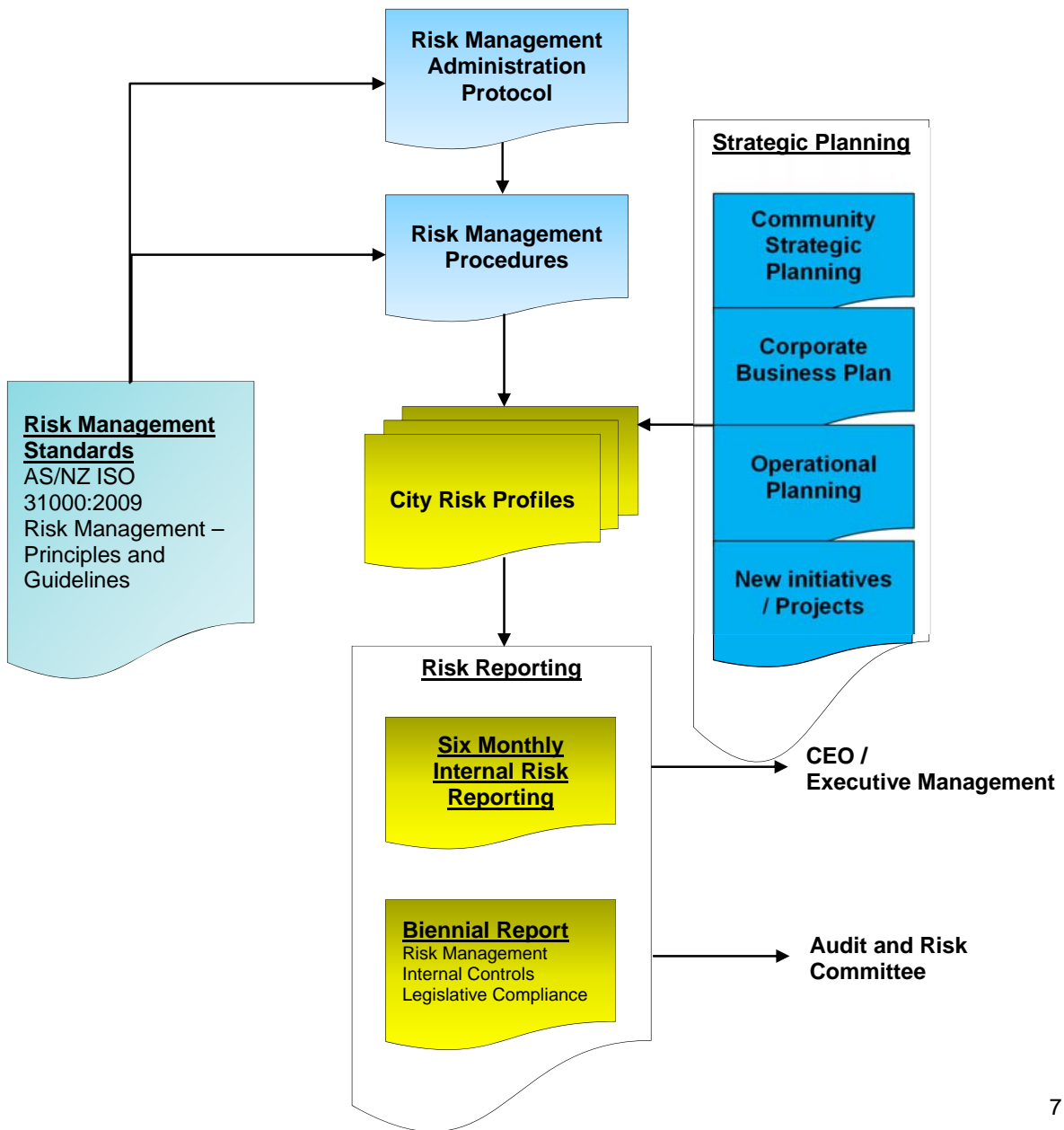
### **Work Areas**

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the Risk & Control Management process as required.

- Highlight any emerging risks or issues accordingly.
- Ensure adherence to relevant statutory and regulatory requirements.
- - 
  - 
  - 
  -

**Document Structure (Framework)**

The following diagram depicts the relationship between the Risk Management Protocol, Procedures and supporting documentation and reports.



## Risk & Control Management

All Work Areas of the City are required to assess and manage the Risk Profiles on an ongoing basis.

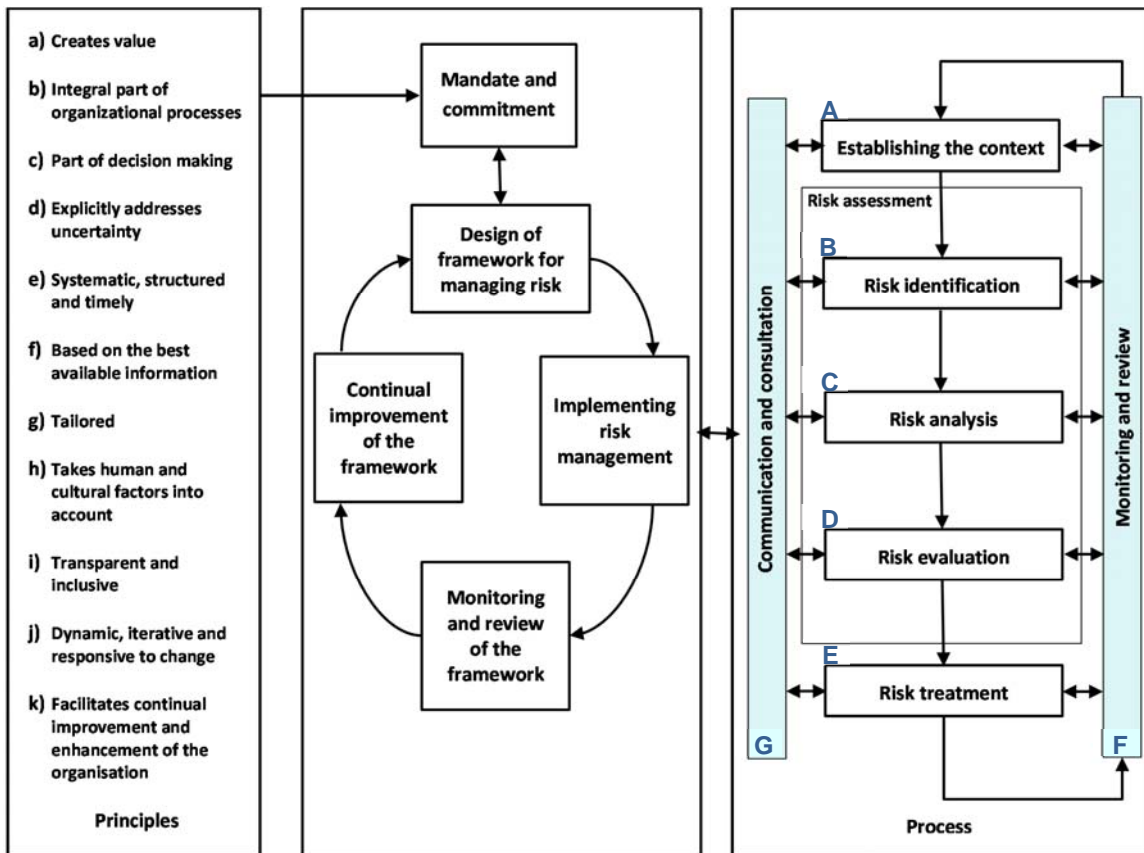
Each Manager, in conjunction with the Governance Officer is accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the City.
- Reviewed on at least a six monthly basis, or more frequently if there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

## Risk & Control Assessment

Risk Management Principles, Framework and Process (Ref Standards Australia AS/NZS 31000:2009)



To ensure alignment with AS/NZ ISO 31000:2009 Risk Management, the following approach is to be adopted from a Risk & Control Assessment perspective:

## **A: Establishing the Context**

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

### **Organisational Context**

The City's Risk Management Procedures provide the basic information and guidance regarding the organisational context to conduct a risk assessment; this includes Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed. In addition, existing Risk Themes are to be utilised where possible to assist in the categorisation of related risks.

Any changes or additions to the Risk Themes must be approved by the Governance Officer and CEO.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision making processes.

### **Specific Risk Assessment Context**

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process.

For risk assessment purposes the City has been divided into three levels of risk assessment context:

#### **1. Strategic Context**

This constitutes the City's external environment and high-level direction.

Inputs to establishing the strategic risk assessment environment may include;

- Organisation's Vision / Mission
- Stakeholder Analysis
- Environment Scan / SWOT Analysis
- Existing Strategies / Objectives / Goals

#### **2. Operational Context**

The City's day to day activities, functions, infrastructure and services.

Prior to identifying operational risks, the operational area should identify its Key Activities i.e. what is trying to be achieved. Note: these may already be documented in business plans, budgets etc.

#### **3. Project Context**

Project Risk has two main components:

- **Risk in Projects** refers to the risks that may arise as a result of project activity (i.e. impacting on current or future process, resources or IT systems) which may prevent the City from meeting its current objectives.
- **Project Risk** refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

### **B: Risk Identification**

Using the specific risk assessment context as the foundation, and in conjunction with relevant stakeholders, answer the following questions, capture and review the information within each Risk Profile.

- What can go wrong? / What are areas of uncertainty? (Risk Description)
- How could this risk eventuate? (Potential Causes)
- What are the current measurable activities that mitigate this risk from eventuating? (Controls)
- What are the potential consequential outcomes of the risk eventuating? (Consequences)

### **C: Risk Analysis**

To analyse the risks, the City's Risk Assessment and Acceptance Criteria (Appendix A) is applied:

- Based on the documented controls, analyse the risk in terms of Existing Control Ratings
- Determine relevant consequence categories and rate how bad it could be if the risk eventuated with existing controls in place (Consequence)
- Determine how likely it is that the risk will eventuate to the determined level of consequence with existing controls in place (Likelihood)
- By combining the measures of consequence and likelihood, determine the risk rating (Level of Risk)

### **D: Risk Evaluation**

The City is to verify the risk analysis and make a risk acceptance decision based on:

- Controls Assurance (i.e. are the existing controls in use, effective, documented, up to date and relevant)
- Existing Control Rating
- Level of Risk
- Risk Acceptance Criteria (Appendix A)
- Risk versus Reward / Opportunity

The risk acceptance decision needs to be documented and acceptable risks are then subject to the monitor and review process. Note: Individual Risks or Issues may need to be escalated due to urgency, level of risk or systemic nature.

### **E: Risk Treatment**

For unacceptable risks, determine treatment options that may improve existing controls and/or reduce consequence and / or likelihood to an acceptable level.

Risk treatments may involve actions such as avoid, share, transfer or reduce the risk with the treatment selection and implementation to be based on;

- Cost versus benefit
- Ease of implementation
- Alignment to organisational values / objectives



- Avoid the risk by making the decision not to pursue the activity that gives rise to the risk. This may only occur within legislative requirements and business agreements.
- Share the risk with another party or parties by way of contractual arrangements such as partnerships, indemnities or insurance.
- For OSH Treatments, the following prioritised treatment measures are followed:
  - Elimination – remove the hazard or risk of exposure
  - Substitution / Isolation – use something less hazardous or provide a barrier between hazard and person
  - Engineering – install guards or redesign plant and equipment
  - Administration – provide training, policies and procedures for safe work practices, rest breaks, job rotation
  - Personal Protective Equipment (PPE) – used as a last resort and in conjunction with one of the above e.g. goggles, gloves etc

Once a treatment has been fully implemented, the Governance Officer is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process;

(Refer to '[Risk Acceptance](#) outside appetite framework').

#### **F: Monitoring & Review**

The City is to review all Risk Profiles at least on a six monthly basis or if triggered by one of the following;

- Changes to context,
- A treatment is implemented,
- An incident occurs or due to audit/regulator findings.

The Governance Officer is to monitor the status of risk treatment implementation and report on, if required.

The CEO & Management Team will monitor significant risks and treatment implementation as part of their normal agenda item on a quarterly basis with specific attention given to risks that meet any of the following criteria:

- Risks with a Level of Risk of High or Extreme
- Risks with Inadequate Existing Control Rating
- Risks with Consequence Rating of Catastrophic
- Risks with Likelihood Rating of Almost Certain

The design and focus of the Risk Summary report will be determined from time to time on the direction of the CEO & Management Team. They will also monitor the effectiveness of the Risk Management Framework ensuring it is practical and appropriate to the City.

#### **G: Communication & Consultation**

Throughout the risk management process, stakeholders will be identified, and where relevant, be involved in or informed of outputs from the risk management process.

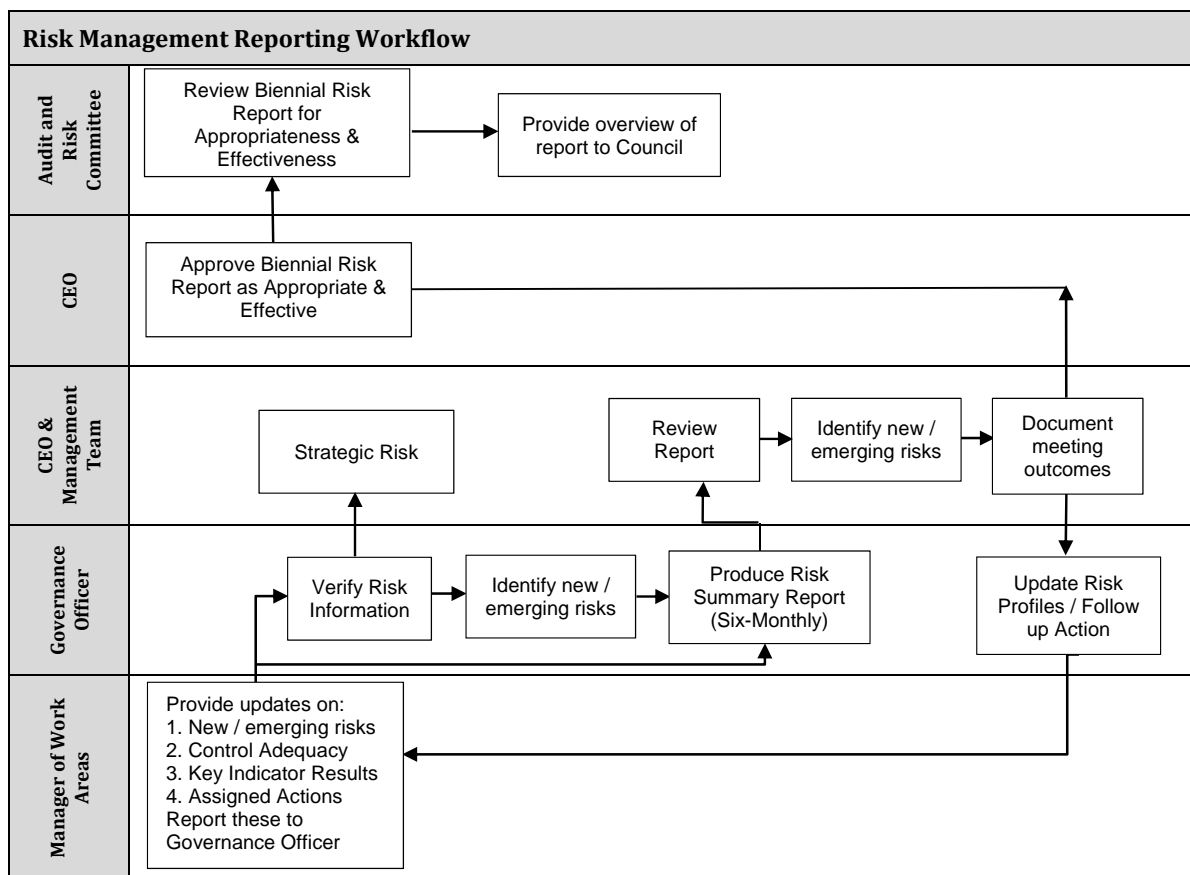
Risk management awareness and training will be provided to staff.

Risk management will be included within the employee induction process to ensure new employees are introduced to the City's risk management culture.

## Reporting Requirements

### Coverage & Frequency

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



The Manager of each Work Area is responsible for ensuring:

- They continually provide updates in relation to new and emerging risks, control effectiveness and key indicator performance to the Governance Officer.
- Work through assigned actions and provide relevant updates to the Governance Officer.

- Risks / Issues reported to the CEO & Management Team are reflective of the current risk and control environment.

The Governance Officer is responsible for:

- Ensuring City Risk Profiles are formally reviewed and updated, at least on a six monthly basis or when there has been a material restructure, change in risk ownership or change in the external environment.
- Producing a six-monthly Risk Report for the CEO & Management Team which contains an overview Risk Summary for the City.
- Annual Compliance Audit Return completion and lodgement.

## **Key Indicators**

Key Indicators are required to be used for monitoring and validating key risks and controls. The following describes the process for the creation and reporting of Key Indicators:

### **Identification**

The following represent the minimum standards when identifying appropriate Key Indicator key risks and controls:

- The risk description and causal factors are fully understood
- The Key Indicator is fully relevant to the risk or control
- Predictive Key Indicators are adopted wherever possible
- Key Indicators provide adequate coverage over monitoring key risks and controls

### **Validity of Source**

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Key Indicator data is relevant to the risk or Control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Key Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Key Indicator, the data is required to be revalidated to ensure reporting of the Key Indicator against a consistent baseline.

### **Tolerances**

Tolerances are set based on the City's Risk Appetite. They may be set and agreed over three levels:

- **Green** – within appetite; no action required.
- **Amber** – the Key Indicator must be closely monitored and relevant actions set and implemented to bring the measure back within the green tolerance.

- **Red** – outside risk appetite; the Key Indicator must be escalated to the CEO & Management Team where appropriate management actions are to be set and implemented to bring the measure back within appetite.

### **Monitor & Review**

All active Key Indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing Key Indicators, the overall longer-term trend must be considered and not only individual data movements. The trend of the Key Indicators is specifically used as an input to the risk and control assessment.

### **Risk Acceptance outside of appetite framework**

Day-to-day operational management decisions are generally managed under the delegated authority framework of the City.

Risk Acceptance is a management decision to accept, within authority levels, material risks which will remain outside appetite framework (refer Appendix A – Risk Assessment & Acceptance Criteria) for an extended period of time (generally 3 months or longer).

The following process is designed to provide a framework for those identified risks outside appetite framework:

The 'Risk Acceptance' must be in writing, signed by the relevant Manager and cover:

- A description of the risk.
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

A lack of budget / funding to remediate a material risk outside appetite is not generally sufficient justification in itself to accept a risk without appropriate consideration.

Accepted risks must be continually reviewed through standard operating reporting structure (i.e. Management Team)

### **Annual Control Assurance Plan**

The annual assurance plan is a monitoring schedule prepared by the Executive Management Team that sets out the control assurance activities to be conducted over the next 12 months. This plan needs to consider the following components.

- Coverage of all risk classes (Strategic, Operational & Project).
- Existing control adequacy ratings across the City's Risk Profiles.
- Consider control coverage across a range of risk themes (where commonality exists).

- Building profiles around material controls to assist in design and operating effectiveness reviews.
- Consideration of significant incidents.
- Nature of operations.
- Additional 2<sup>nd</sup> line assurance information / reviews (e.g. HR, Financial Services, IT).
- Frequency of monitoring / checks being performed.
- Review and development of Key Indicators.
- Timetable for assurance activities.
- Reporting requirements.

Whilst this document and subsequent actions are owned by the Governance Officer, input and consultation will be sought from individual Work Areas.

## Appendix A – Risk Assessment and Acceptance Criteria

City of Nedlands Measures of Consequence							
Rating (Level)	Health	Financial Impact	Service Interruption	Regulatory Compliance	Reputational	Infrastructure, Assets & Systems	Environment
<b>Insignificant (1)</b>	First aid injuries	Less than \$10,000	Short term temporary interruption. < 1 day	Breach of protocol or process requiring a response. No impact on other criteria	Unsubstantiated, low impact, low profile or 'no news' item	Negligible damage or loss	Contained, reversible impact managed by on-site response
<b>Minor (2)</b>	Medical type injuries	\$10,001 - \$50,000	Inconvenient delays managed with internal resources. 1 day – 1 week	Breach of protocol or process requiring additional work or minor damage control	Substantiated, low impact, low news item, minor complaint	Localised damage or loss rectified using internal resources	Contained, reversible impact managed by internal response
<b>Medium (3)</b>	Lost time injury <30 Days	\$50,001 - \$500,000	Significant delays to some major deliverables requiring additional resources to rectify. 1 - 2 weeks	Breach requiring internal investigation, mediation or restitution and / or regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile. Short-term loss of community support	Localised damage or loss requiring internal and external resources to rectify	Contained, reversible impact managed by external agencies
<b>Major (4)</b>	Lost time injury >30 Days	\$500,001 - \$2,000,000	Prolonged interruption to major deliverables. Extensive use of additional resources; performance affected < 1 month	Breach investigated by external party and results in termination of services, 3 <sup>rd</sup> party actions or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, 3 <sup>rd</sup> party actions. Long-term loss of community support	Significant damage or damage to multiple assets requiring significant resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
<b>Severe (5)</b>	Fatality, permanent disability	More than \$2,000,000	Indeterminate prolonged interruption. Non-achievement of key objectives. > 1 month	Breach results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, multiple high impacts, news profile, 3 <sup>rd</sup> party actions. Permanent loss of community support	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact

City of Nedlands Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

City of Nedlands Risk Matrix						
Consequence		Insignificant	Minor	Medium	Major	Severe
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

City of Nedlands Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
<b>LOW (1-4)</b>	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Staff Member / Operational Manager
<b>MODERATE (5-9)</b>	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
<b>HIGH (10-16)</b>	Urgent Attention Required	Risk acceptable with excellent controls, managed by Senior Management / Executive and subject to monthly monitoring	Director / CEO
<b>EXTREME (20-25)</b>	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

City of Nedlands Existing Controls Ratings		
Rating	Foreseeable	Description
<b>Effective</b>	There is little scope for improvement.	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
<b>Adequate</b>	There is some scope for improvement.	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
<b>Inadequate</b>	A need for corrective and / or improvement actions exist.	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.



## Appendix B – Risk Profile Template

Risk Theme	Date
<p><b><u>This Risk Theme is defined as:</u></b>  <i>Definition of Theme</i></p>	

<p><b><u>Potential causes include:</u></b>  <i>List of potential causes</i></p>
---

Key Controls	Type	Date	City Rating
<i>List of Key Controls</i>			

<b>Overall Control Ratings:</b>	
---------------------------------	--

Risk Ratings	City Rating
<i>Consequence:</i>	
<i>Likelihood:</i>	

<b>Overall Risk Ratings:</b>	
------------------------------	--

Key Indicators	Tolerance	Date	Overall City Result
<i>List of Key Indicators</i>			
<p><b><u>Comments</u></b>  <i>Rationale for all above ratings</i></p>			

Current Issues / Actions / Treatments	Due Date	Responsibility
<i>List current issues / actions / treatments</i>		

Item withdrawn after discussion.

## **7.6 INVESTMENT OF COUNCIL FUNDS POLICY**

**After discussion, this item was withdrawn for further amendment, and referral to the Council Meeting of 28<sup>th</sup> October 2014. Committee Members to be provided with a copy of the report and revised policy as soon as possible to allow comment prior to agenda finalisation.**

### **Background**

The City's Auditors Macri Partners recommended a number of changes to the Investment of Councils Funds Policy following their interim audit. The findings of the interim audit were presented to the Audit and Risk Committee at their meeting of 29 July 2014.

The attached marked up version of the policy shows the changes that are suggested:

- Deletion of managed funds and replacing with Bonds guaranteed by the Commonwealth or State Government
- The prohibition of the purchase of speculative investments
- Increasing the amount that can be invested in the one institution to 35%
- Limit investments for terms no longer than 12 months
- Stating that the investment portfolio is not to be used for leveraging

With regards to increasing the amount that can be invested in the one institution to 35%, Administration has on occasion found it difficult to maintain investments within the current 30% limits, with the drawing down of investments as required as the various term deposits mature. On occasion the existing limit is exceeded was noted by our Auditors. Given the limitation to investing in the four major banks, and given the timing of investments and the differing maturity dates, it is recommended that the 30% limit be increased to 35%. All future investment decisions are made following a review of the portfolio allocations across the major four banks with the intention of remaining within the limits of the current policy.

### **Recommendation to the Audit and Risk Committee**

**The Audit and Risk Committee recommends that Council approves the revised Investment of Councils Funds Policy.**

### **Attachments**

1. Investment of Council Funds



## Investment of Council Funds

<b>KFA</b>	<b>Governance and Civic Leadership</b>
<b>Status</b>	Council
<b>Responsible Division</b>	Corporate and Strategy
<b>Objective</b>	To set the criteria for making authorised investments of surplus funds after assessing credit risk and diversification limits in order to ensure the security of Council funds.

---

### Context

Funds held by the City of Nedlands that are not required immediately may be invested in accordance with the Local Government Act 1995. In order to minimise the risks associated with investing funds, this policy specifies the minimum acceptable credit ratings for funds as well as the maximum amount of funds that may be invested in the one financial institution.

### Statement

- 1) Any funds surplus to Council's immediate requirements are to be invested in accordance with the following:
  - *Local Government Act 1995 Section 6.14*
  - *The Trustees Act 1962 – Part III Investments, and*
  - *Local Government (Financial Management) Regulations 1996.*
- 2) Investments are limited to the following, in the four major banks:
  - Interest bearing deposits
  - Bank accepted / endorsed bank Bills
  - Bonds guaranteed by the Commonwealth Government or a State GovernmentThe purchase of speculative financial instruments is prohibited.

Banks (within the meaning of the *Bank Act 1959*) are to have a credit rating of Long Term A or Short Term A1 (Standard and Poors Australian Ratings).
- 3) The amount invested with any one institution or Managed Fund shall not exceed 40 % of average annual funds invested.
- 4) Officers are to manage the investment portfolio with the care, diligence and skill that a prudent person would exercise.
- 5) Investments in Term Deposits shall not be fixed for longer than 12 months..
- 6) Should the credit rating of any institution or fund be downgraded then any investment will be divested on maturity or within 30 days, whichever is sooner.



- 7) The investment portfolio is not to be used for leveraging
- 8) A report will be provided to Council each month detailing the performance of all investments.

---

#### **elated documentation**

Procedure for investment of City's funds.

#### **Related local law and legislation**

Section 6.14 of the *Local Government Act 1995*

#### **Related delegation**

Authority for implementation of the Investment Policy is delegated by Council to the CEO in accordance with the Local Government Act 1995. The CEO may in turn delegate the day-to-day management of the Investments to the Director Corporate & Strategy, the Manager Finance and other designated senior staff subject to regular reviews.

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#### **Issued**

26 October 2010 (Report CM26.10)

#### **Review History**

10 December 2013 (Report CPS40.13)

**8. Date of next meeting**

The date of the next meeting of this Committee is to be advised.

**9. Declaration of Closure**

There being no further business, the Presiding Member declared the meeting closed at 7:12pm.

A handwritten signature in black ink, appearing to read 'Greg Trevaskis', with a long horizontal line extending to the left.

Greg Trevaskis  
**CHIEF EXECUTIVE OFFICER**