

## Policy Type

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Council

## Policy Purpose

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To achieve good governance by developing, implementing, embedding and maintaining a whole of organisation culture and awareness for effective management of potential opportunities and adverse effects across the City of Cockburn (the City) which may impact on its ability to achieve its strategic community objectives and service delivery to its stakeholders.

This policy applies to all City workers and Elected Members and provides direction to support the delivery of the City of Cockburn Strategic Community Plan 2020-2030 and the City of Cockburn Corporate Business Plan.

## Policy Statement

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### (1) Definitions

Terminology used in this Policy is defined below:

- 1.1 **ALARP:** 'As Low As Reasonably Practicable' – the Work Health and Safety Act 2020 section 18 'What is reasonably practicable in ensuring health and safety' states –

**reasonably practicable:** in relations to a duty to ensure health and safety, means that that which is, or was a at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters including –

- (a) the likelihood of the hazard or the risk concerned occurring; and
- (b) the degree of harm that might result from the hazard or the risk; and
- (c) what the person concerned knows, or ought to know, about –
  - (i) the hazard or the risk; and
  - (ii) ways of eliminating the risk; and
- (d) the availability and suitability of ways to eliminate or minimise the risk; and
- (e) after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.'

- 1.2 **Business continuity:** capability of an organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption (AS ISO 22301).

- 1.3 **Risk:** the effect of uncertainty on objectives (AS ISO 31000).

- 1.4 **Risk appetite:** the amount and type of risk that an organisation is willing to pursue or retain [ISO 31073:2022 Risk management – Vocabulary] (ISO 31073)
- 1.5 **Risk management:** coordinated activities to direct and control an organisation with regards to risk (AS ISO 31000).
- 1.6 **Risk governance:** applies the principles of good governance to the identification, assessment, management and communication of risks. (International Risk Governance Council)
- 1.7 **Risk tolerance:** organisation's or interested party's readiness to bear residual risk in order to achieve its objectives. (ISO 31073).
- 1.8 **Workers:** include employees and contractors, on-hired temporary labour services (agency staff) and sub-contractors, working for the City regardless of whether they are permanent, temporary, full-time, part-time, or casual

## (2) Objective

The objective of this Policy is to ensure that the City develops, implements, and maintains:

- 2.1 An enterprise risk management system, aligned to Australian standard AS ISO 31000:2018 Risk Management–Guidelines (AS ISO 31000), to ensure that sound risk management practices and procedures are fully integrated for efficient and effective service delivery. This system is underpinned by the City of Cockburn Enterprise Risk Management Framework.
- 2.2 A business continuity response plan, aligned to Australian standard AS ISO 22301:2020 Security and resilience–Business continuity management systems-Requirements (AS ISO 22301), to reduce the impact of disruptions to its delivery of critical services and to ensure that business objectives can continue to be met for the benefit and protection of the City's
  - o workers
  - o ratepayers, residents, customers, clients and other stakeholders
  - o natural and built environment
  - o quality of service delivery
  - o assets and intellectual property
  - o contractual and statutory obligations
  - o image and reputation.

The City has planned to respond to business disruptions through the City of Cockburn Business Continuity Response Plan.

## (3) Commitment to Risk Management

The City is committed to:

- 3.1 Managing risk, utilising principles, process and framework within AS ISO 31000.

- 3.2 Responding to any major disruption to its operations and delivery of services by utilising business continuity plans developed in alignment with AS ISO 22301.
- 3.3 Promoting a culture within the City of business continuity awareness and active management of risks.
- 3.4. Providing regular education to its staff in business continuity and risk management practices.
- 3.5 Implementing this policy in the City's operations through its business continuity response plan and enterprise risk management framework.

#### (4) Responsibilities

- 4.1 Business continuity and risk management are core responsibilities for all workers, incorporated into the employees' key performance indicators.
- 4.2 Business continuity and risk management are subject to continual improvement demanding awareness and a proactive attitude from all City workers.

#### (5) Implementation

- 5.1 Implementation commences with identifying potential threats to the City and the impacts to its business operations those threats, if realised, might cause and which provides a framework for building organisational resilience to deal with disruptive incidents that might otherwise prevent the City from achieving its strategic community objectives. The process to follow is outlined in the City of Cockburn Risk Assessment Guidelines.
- 5.2 Identified risk will be managed to ALARP - ALARP is reached when the time, trouble and cost of further reduction measures become unreasonably disproportionate to the additional risk reduction obtained

#### (6) Risk Appetite

Council determines the City's risk appetite to achieve the strategic objectives and will review in line with a review of the City's Strategic risks. Council's risk appetite is captured within a separate City of Cockburn Risk Appetite Statement (RAS). Council endorses the City's RAS which Administration will then contextualise through application of the Risk Assessment Criteria.

City's overall risk appetite is 'risk prudent'. The City accepts the taking of controlled risks, the use of innovative approaches and the development of new opportunities to improve service delivery and achieve its objectives provided that the risks are properly identified, evaluated and managed to ensure that exposures are acceptable.

The City has no appetite for workers not following due process where their or others safety may be at risk, or for theft, fraud or misconduct by Elected Members of workers.

(7) Risk Tolerance

The City's risk tolerance is tabulated within the City of Cockburn Enterprise Risk Management - Risk Assessment and Acceptance Criteria.

(8) Risk Governance

Provides the transparent, responsible and accountable operating model for an effective decision-making risk culture needed to identify, respond to and manage risks. It comprises risk owners, risk managers and risk action responsible persons at officer level, with Council oversight. This is captured and discussed in the document City of Cockburn Risk Governance

Strategic Link:	Risk Management Framework
Category	Governance
Lead Business Unit:	Legal and Compliance
Public Consultation: (Yes or No)	No
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