

# AGENDA

## GOVERNANCE COMMITTEE MEETING

12 March 2024



You are hereby notified that a **Governance Committee Meeting** of Liverpool City Council will be held at **LEVEL 6, 35 SCOTT STREET, LIVERPOOL NSW 2170** on **Tuesday, 12 March 2024** commencing at 10.00am.

Please note this meeting is closed to the public. The minutes will be submitted to the next Council meeting.

If you have any enquiries, please contact Council and Executive Services on 8711 7441.

A handwritten signature in black ink, which appears to read "John Ajaka". The signature is written in a cursive, flowing style.

**Hon John Ajaka**  
CHIEF EXECUTIVE OFFICER

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NIL

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<b>ITEM 01</b>	<b>Development Assessment</b>
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<b>Strategic Objective</b>	Liveable, Sustainable, Resilient Deliver effective and efficient planning and high-quality design to provide best outcomes for a growing city
<b>File Ref</b>	057392.2024
<b>Report By</b>	William Attard - Manager Development Assessment
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

This report is prepared to table a snapshot of key Development Assessment (DA) statistics.

**RECOMMENDATION**

That Council receives and notes the Development Assessment report.

**REPORT**

The following key Development Assessment (DA) statistics are provided:

**Development Applications and Class 1 Appeals**

<b>Development Applications (DAs) Outstanding/Received/Completed</b>	
Outstanding – 29 February 2024	306 DAs
DAs Received – February 2024	178 DAs
DAs Completed – February 2024	206 DAs
<b>Class 1 Appeals (February 2024)</b>	
Outstanding – 29 February 2024	39 Appeals
Lodged – Deemed Refusal / Against Council’s Determination	2 Appeals / 1 Appeals
Appeals Upheld – s34 Agreement / Hearing	0 Appeals / 0 Appeals
Appeals Dismissed	0 Appeals
Appeals Terminated	0 Appeals
Appeals Withdrawn	0 Appeals
<b>Development Application (DA) Approval Statistics (February 2024)</b>	
DAs Approved	67 DAs
Total Capital Investment Value (CIV) (\$)	\$39.4M CIV
New Lots Approved	39 Lots
New Homes Approved	154 Homes
DA Fees Released from Trust (\$)	\$219k Fees
Contribution Fees Raised (\$)	\$1.9M Contributions

<b>PANs Received, Returned &amp; Average Timeframes (February 2024)</b>	
PANs Received	179 PANs
PANs Returned	110 PANs
Average Timeframe - PAN to Lodgement	14 Days
<b>Average Determination Timeframe</b>	
Average Determination Timeframe – For Current Financial Year	255 Days
Average Determination Timeframe – For February 2024	181 Days

**Development Assessment (DA) Team Vacancy (Technical Officers Only)**

<b>Position</b>	<b>Positions</b>	<b>Vacancy</b>
Principal Planner	1	0
Senior DA Planners	9	2 (Under Recruitment)
Senior Planning Advisory Officers	3	2 (Under Recruitment)
DA Planners	14	1 (Under Recruitment)
Student Planners	4	1 (Under Recruitment)
Duty Officers	2	0

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Undertake communication practices with the community and stakeholders across a range of media. Provide information about Council’s services, roles and decision making processes.
<b>Legislative</b>	There are no legislative considerations relating to this report.
<b>Risk</b>	There is no risk associated with this report.

**ATTACHMENTS**

Nil

<b>ITEM 02</b>	<b>Enterprise Risk Management Policy and Risk Appetite Statement</b>
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<b>Strategic Direction</b>	Leading through Collaboration Strive for best practice in all Council processes
<b>File Ref</b>	045614.2024
<b>Report By</b>	George Hampouris - Head of Audit, Risk and Improvement
<b>Approved By</b>	Michelle Mcilvenny - Director Customer & Business Performance

**EXECUTIVE SUMMARY**

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Council’s Enterprise Risk Management (ERM) Policy has been revised in conjunction with the development of a Risk Management Strategy to support it. These have been developed to provide a clearer framework and roadmap in relation to ERM. The draft ERM Policy is therefore submitted to Council for adoption. Both the Policy and the Strategy have been endorsed by the Audit Risk and Improvement Committee.

**RECOMMENDATION**

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That Council:

1. Endorses the Enterprise Risk Management Policy being tabled at the 27 March Council for approval;
2. Adopts the Risk Appetite Statement.

**REPORT**

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The revised Enterprise Risk Management (ERM) Policy (At-1) communicates Liverpool City Council’s commitment to maintaining a robust and effective risk management framework to help promote a positive risk culture and proactively manage enterprise wide risks to support the achievement of Council’s strategic and operational objectives. The Policy highlights the core components of the ERM framework in place and provides an outline of responsibilities.

For visibility of changes made to the ERM Policy compared to the previous iteration (which was approved by Council on the 27 March 2019), a tracked changes version can be found in At-2.

The ERM Strategy (At-3) has been developed to assist with the development of Council’s risk maturity, providing a constructive and accessible reference for managing risks and detailing LCC risk tables and statements including the Risk Appetite Statement. The Strategy is a living document and will be updated from time to time as the risk profile and strategic priorities evolve. The Audit, Risk and Improvement team will monitor the success of risk initiatives and Council’s risk culture and make recommendations pertaining to the re-alignment of Council’s approach towards risk as required. As part of good governance, any change to the Strategy will be tabled to the Audit, Risk and Improvement Committee for endorsement.

**Risk Appetite Statement (RAS)**

The purpose of the RAS (Refer to Appendix B within At-3) is to establish some broad parameters around the amount and type of risk that Liverpool City Council is willing to take to meet its strategic and operational objectives. It provides guidance for management and elected representatives on how to approach the management and treatment of risks that are inherent in undertaking Council activities. The parameters of risk tolerance are not exhaustive and aim to guide management when making decisions. The risk appetite levels against each consequence category have been rationalised with the Executive team and are provided as a reference point to determine which of Council risks requires further risk mitigation through risk treatment plans.

**CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Provide information about Council’s services, roles, and decision-making processes.  Operate a well-developed governance system that demonstrates accountability, transparency, and ethical conduct.
<b>Legislative</b>	Local Government Act 1993, sections 428A and 428B Local Government (General) Regulation 2021, Section 216

**ATTACHMENTS**

1. Liverpool Council ERM Policy
2. ERM Policy- changes tracked
3. Liverpool Council ERM Strategy- including Risk Appetite Statement



## ENTERPRISE RISK MANAGEMENT POLICY

Adopted: XXXX

TRIM: XX





**ENTERPRISE RISK MANAGEMENT POLICY**

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## ENTERPRISE RISK MANAGEMENT POLICY

### 1. PURPOSE

The purpose of this Policy is to communicate Liverpool City Council's commitment to maintaining a robust and effective risk management framework to help promote a positive risk culture and proactively manage risks to support the achievement of Council's strategic and operational objectives. This Policy highlights the core components of the Enterprise Risk Management Framework (ERMF) in place and the responsibilities of Council officials.

By properly understanding and managing risk within the boundaries of our risk appetite, we can provide greater certainty and security to our community and other stakeholders. Effective enterprise-wide risk management will enable us to deliver on our commitments and ensure we make risk based decisions on how we can develop, implement and manage our services and assets and facilitate continuous improvement.

### 2. OBJECTIVES

Council is committed to the formal, systematic and proactive management of risks. This strengthens the capacity and capability to effectively deliver services to the community by minimising the impact of uncertainty whilst supporting the pursuit of opportunity

This policy is applicable to Council and all of its services, operations, systems and people. Council is committed to;

- Developing, implementing and maintaining a comprehensive and mature ERMF;
- Establishing Council's appetite for risk with respect to strategic objectives and day-to-day decisions;
- Ensuring the process of identifying and managing risk is in accordance with ISO 31000:2018 Risk Management- Guidelines;
- Establishing and implementing an ERM strategy to facilitate and support Council's vision for ERM;
- Ensuring the Executive Leadership Team (ELT) and Audit, Risk and Improvement Committee (ARIC) have ongoing risk oversight;
- Providing ongoing communication and training to staff on their accountabilities and responsibilities with respect to risk management; and
- Ensuring managers and staff are committed to managing risks and conducting risk assessments across all levels of risk (strategic, operational and compliance) in accordance with the ERMF.

### 3. LEGISLATIVE REQUIREMENTS AND APPLICABLE STANDARDS

Australian Standard: AS/NZS ISO 31000:2018  
*Local Government Act 1993*

### 4. DEFINITIONS

**ENTERPRISE RISK MANAGEMENT POLICY**

<b>Term</b>	<b>Meaning</b>
<i>Risk</i>	Effect of uncertainty on objectives. Effect is a deviation from the expected and may be positive and/or negative
<i>Risk Management</i>	The coordinated activities to direct and control an organization with regard to risk.
<i>Enterprise Risk Management Framework</i>	The set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
<i>Risk Management Process</i>	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.
<i>Control</i>	An existing Council process, policy, procedure or activity that minimises negative risk impacts and enhances positive risk opportunities.
<i>Risk Treatment</i>	A process to modify the risk by removing the risk source and/or changing the likelihood or consequence

**5. POLICY STATEMENT**

Liverpool City Council will adopt a structured ERMF which will ensure a standard approach to the identification and management of risk across Council.

Council is committed to the principles, framework and process of managing risk as outlined in ISO 31000:2018 Risk Management Guidelines and commits to fully integrating risk management within the Council and applying it to decision-making, functions, services and activities of the Council in accordance with our statutory requirements.

It is expected that risks will be identified and managed prior to the risk impacting Council's objectives by using Risk Registers.

Council's aim is to ensure risk management is embedded in day-to-day operations by incorporating the principles of the ERMF into policies and procedures. Our approach to risk management will include regular review, measurement, reporting and open communication.

**ENTERPRISE RISK MANAGEMENT POLICY****6. ERM FRAMEWORK**

Liverpool Council's ERMF aims to support the achievement of organisational objectives and considers all types of strategic and operational risks.

The ERMF provides the framework and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. It consists of:

- Enterprise Risk Management Policy (this Policy) to clearly communicate Council's intent and commitment and its broad risk framework;
- Risk Appetite Statement to help guide management and risk owners in respect to the parameters of acceptable risk taking and tolerances;
- Enterprise Risk Management Strategy to describe the mechanisms for implementing, resourcing, communicating and improving risk management as well as measuring and reporting risk management performance;
- Annual Risk Management Plan which aligns to the ERMF and provides detail of the program of risk management activities; and
- Risk Assessments and Reporting instruments applicable to all functions across Council.

**7. ACCOUNTABILITIES AND RESPONSIBILITIES FOR MANAGING RISK**

Position	Responsibility
<b>Councillors</b>	<p>Councillors are responsible for setting the foundational elements of council's risk management framework and setting the 'tone at the top'. This includes:</p> <ul style="list-style-type: none"> <li>• endorsing Council's enterprise risk management approach.</li> <li>• adopting Council's ERM Policy, ERM Strategy and Risk Appetite Statement and ensure decision-making processes are aligned.</li> <li>• consider risk implications in its decision-making to ensure alignment with Council's risk appetite.</li> </ul>

**ENTERPRISE RISK MANAGEMENT POLICY**

<b>Chief Executive Officer</b>	Provides risk management leadership and is ultimately responsible and accountable for risk management. Supports and drives the implementation of risk management throughout Council.
<b>Directors</b>	<ul style="list-style-type: none"> <li>• Creating a control environment that promotes prudent risk management practices with effective internal controls</li> <li>• Ensure all key risks are identified within the Directorates and have appropriate treatment plans in place where they are rated higher than Council's risk appetite.</li> </ul> <p>As a member of the ELT, manage strategic risks facing Council and embed this Policy and related ERMF processes into their areas of responsibility. Oversee and sign off on the implementation and/or existence of controls to mitigate Council's key risks.</p>
<b>Audit, Risk and Improvement Committee (ARIC)</b>	<p>The Audit, Risk &amp; Improvement Committee is responsible for independently reviewing and providing advice to Council in relation to risk management. To ensure Council is effectively managing its risk and complying with its statutory obligations, Council's ARIC is responsible for reviewing the Council's:</p> <ul style="list-style-type: none"> <li>• ERMF</li> <li>• risk management strategies for major projects or undertakings</li> <li>• control environment and insurance arrangements</li> <li>• business continuity planning arrangements, and</li> <li>• fraud and corruption prevention framework and activities</li> </ul>
<b>Head Audit, Risk and Improvement</b>	<ul style="list-style-type: none"> <li>• The Head of ARIC has overall responsibility for leading the risk management function which is responsible for facilitating and/or undertaking the activities required to implement council's ERMF</li> <li>• provide specialist risk management skills and knowledge</li> </ul>
<b>Managers</b>	Along with the Directors may be the 'risk owners' and thus accountable for implementing and maintaining sound risk management practices in their day-to-day activities within their sphere of accountability and authority. Managers help identify, evaluate and manage risks, escalate incidents/issues to Executive and ensure staff are aware of and adhere to the policy and enterprise risk management framework.

**ENTERPRISE RISK MANAGEMENT POLICY**

<b>Staff</b>	All staff are responsible for identifying risk within their work areas in a timely manner
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**AUTHORISED BY**

Council Resolution

**EFFECTIVE FROM****DIRECTORATE/ UNIT RESPONSIBLE**

Office of the Chief Executive Officer (Internal Audit)

**REVIEW DATE**

## VERSIONS

<b>Version</b>	<b>Amended by</b>	<b>Date</b>	<b>Changes made</b>	<b>TRIM Number</b>
1	Adopted by Council	16 December 2014	Not applicable	117975.2014
2	Adopted by Council	28 June 2017	Merging of ERM Strategy and ERM Policy	103446.2017
3	Adopted by Council	27 March 2019	Streamlining policy to focus on framework, objectives and roles/responsibilities	351446.2018
4				

**THIS POLICY HAS DEVELOPED AFTER CONSULTATION WITH**

Audit Risk and Improvement Committee

Executive Leadership Team

City Corporate Services (Governance, Legal Services and Procurement)

**REFERENCES**

Australian Standard AS/NZS ISO 31000:2018 Risk Management

Liverpool City Council: Audit, Risk and Improvement Committee Charter

Liverpool City Council: Fraud and Corruption Prevention Policy

Liverpool City Council: Internal Audit Charter

Liverpool City Council: Work Health and Safety Policy

Liverpool City Council: Business Continuity Plan



## ENTERPRISE RISK MANAGEMENT POLICY

Adopted: ~~XX February 2019~~[XXXX](#)

TRIM: ~~XX351446.2018~~



**ENTERPRISE RISK MANAGEMENT POLICY**

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## ENTERPRISE RISK MANAGEMENT POLICY

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By properly understanding and managing risk within the boundaries of our risk appetite, we can provide greater certainty and security to our ~~Community~~ community and other stakeholders. Effective enterprise-wide risk management will enable us to deliver on our commitments and ensure we make ~~confident~~ risk based decisions on how we can develop, implement and manage our services and assets and facilitate continuous improvement.

### 2. OBJECTIVES

Council is committed to the formal, systematic and proactive management of risks. This strengthens the capacity and capability to effectively deliver services to the community by minimising the impact of ~~adversity and loss~~ uncertainty whilst supporting the pursuit of opportunity

This policy is applicable to Council and all of its services, operations, systems and people. Council is committed to;

- Developing, implementing and maintaining a comprehensive and mature ~~ERM Framework~~ ERMF;
- Establishing Council's appetite for risk with respect to strategic objectives and day ~~to day~~ decisions;







































































































