

# POLICY

## RISK MANAGEMENT – Corporate Risk Management

Date adopted by Council	18 December 2023
Minute number	23/250
Endorsed by	Senior Management Group
CM Ref	CD-72/23
Due for review	December 2027
Related documents	Risk Management Framework
Responsible officer	Governance & Risk Advisor
Department/Section	Corporate Services/Governance & Risk
Category	Risk Management
Community Strategic Plan goal	<b>Goal 5</b> Responsible Governance
	<b>5.7</b> Effective management of risk underpins all Council decisions, service delivery and behaviours



## Policy Statement

Council is committed to developing an effective Corporate Risk Management system that clearly considers all major risks integrated into one common framework.

Our corporate risk management system will comprehensively integrate all risks, including safety, environmental risks and business risks (financial, property, security, commercial, etc.), into our decision making, business planning and reporting at all levels. A consistent, holistic approach to risk management strengthens our ability to deliver more efficient and effective services to our community.

Council is committed to empowering employees to assume accountability and responsibility for risk management in the workplace by creating and promoting a culture of participation and by providing a robust process to monitor and review the effectiveness of risk management across Council.

## Objective

The purpose of this policy is to promote an integrated, holistic approach to corporate risk management and to ensure that all risks that could affect the achievement of our objectives are identified, assessed and treated to an acceptable level. The integration of corporate risk management into our decision making process helps us to make informed choices for the benefit of Council and our stakeholders.

## Scope

This policy applies to all Councillors, staff and delegates of the Council.

## Definitions

All terms in this policy use the standard dictionary definition, or, where applicable, those adopted by the Standard AS ISO 13000:2018.

## Policy Details

Council is committed to managing risk on a systematic, organization wide basis consistent with International Standard ISO 31000:2018 Risk Management. This approach will create sustainable value by both minimising risks to the achievement of our objectives and by identifying potential opportunities.

By implementing effective Corporate Risk Management throughout Council, we will be better positioned to meet our objectives and deliver services and infrastructure in a way that is sustainable and meets our customers' needs.

The key steps for implementing Corporate Risk Management across the organisation include:

- Establishing Corporate Risk Registers and a regular review cycle
- Establishing group, project and corporate Risk Management Committees
- Developing a communication strategy for the Corporate Risk Management Framework



- Reporting on the known and potential cost of risks
- Reporting potential, emerging and known risks to the Audit, Risk and Improvement Committee
- Thoroughly reviewing and updating risk assessments, controls and actions taken after all significant risk events and near misses
- Developing a Work Health and Safety Plan

Every staff member is responsible to implement and embed Corporate Risk Management by:

- identifying, managing and monitoring risks in their areas of accountability
- communicating these areas of risk to their manager or supervisor; and by
- taking measures to ensure their own safety, that of other employees, customers and other workers.

## Responsibilities

### Elected Council

The Council is ultimately responsible for strategic oversight of Council's risk management through the normal course of good governance.

The Council is responsible for:

- Adopting Council's risk management framework and policy
- Determination of the organisational risk appetite statement
- Making Council decisions with regard to identified risks
- Ensuring that sufficient resources are available to support effective and efficient management of risk, in consultation with the General Manager
- Supporting management in communicating the importance and benefits of good risk management to all stakeholders.

### Audit, Risk & Improvement Committee (ARIC)

The Audit, Risk & Improvement Committee is responsible for providing independent assurance to the Council in relation to risk management, internal control, governance and external accountability procedures, in accordance with its Charter.

The ARIC is responsible for reviewing and providing advice to management regarding:

- Council's compliance with relevant risk management standards
- Council's risk management framework and procedures for identification and management of business and financial risks, including fraud
- Council's approach to developing risk management plans for major projects or undertakings
- Council's business continuity planning and preparedness
- The impact of the risk management framework on Council's control environment and insurance arrangements.



## Risk Management Committee (RMC)

The Risk Management Committee oversees risk management activities and is responsible for leading the organisation to develop and maintain a positive risk management culture, in accordance with its Charter.

The RMC is responsible for:

- Identifying and implementing processes for effective identification of key risks in Council
- Reviewing the corporate risk register to ensure adherence to the Risk Management Framework and a systematic approach to the management of risk across Council
- Overseeing the management of Council's risks
- Overseeing the development and review of effective procedures for management of common risks
- Reviewing departmental reports on emergence of new risks, changes to current risk profile and monitoring of controls
- Recommending key risk areas and controls for inclusion into the Internal Audit Plan.

## General Manager

The General Manager is responsible for the implementation of the Risk Management Framework, and for ensuring that risks are effectively managed across all activities.

This includes:

- Supporting, promoting and participating in Council's Risk Management Program
- Ensuring that adequate resources are available to support effective and efficient risk management throughout the organisation
- Advising the Council on risks and opportunities, as appropriate
- Ensuring that risk management activities are aligned with Council's strategies and objectives.

## Directors

The Director Environmental & Community Services, and Director Infrastructure Services are responsible for:

- Supporting, promoting and participating in Council's Risk Management Program in relation to the functions and services in their respective areas of responsibility
- Ensuring that adequate resources are available to support effective and efficient risk management in their respective areas of responsibility
- Actively contributing to the development and implementation of a strong enterprise risk management framework and risk management culture within their respective areas of responsibility
- Ensuring that any operational decisions and recommendations to Council have appropriate regard to risk management
- Identifying and managing risks in their respective areas of responsibility, in accordance with this framework, and all relevant policies and procedures



- Keeping the General Manager informed of any major risks or significant changes to the risk profile in relation to the delivery of their respective areas of responsibility.

## **Governance & Risk Advisor**

Reporting to the General Manager, the Governance & Risk Advisor is responsible for the coordination, development and implementation of Council's corporate governance framework, enterprise risk management, policy development, business planning, privacy management and business continuity planning.

This includes:

- Developing and implementing a strong enterprise risk management framework and risk management culture within Council
- Adopting a strategic approach in relation to Council's corporate governance and risk management
- Remaining abreast of contemporary practices to drive improvement and cultural change
- Coordinating and providing information to the Audit, Risk & Improvement Committee and the Risk Management Committee to ensure effective outcomes as per the respective committee charters
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- Developing, maintaining and providing guidance in relation to Council's corporate risk register (including the coordination of regular, systematic reviews)
- Providing advice, guidance and recommendations to staff at all levels in relation to the effective management of risk.

## **Section Managers**

Section managers are responsible for:

- Supporting, promoting and participating in Council's Risk Management Program in relation to the functions and services in their respective section
- Participating the development of the corporate risk register and undertaking regular, systematic reviews of the risks relating to delivery of their respective section's functions
- Identifying and managing risks in relation to delivery of their respective section's functions, in accordance with this framework and all relevant policies and procedures
- Taking responsibility as the Risk Owner for all risks arising from the functions and services in their respective section
- Ensuring that adequate resources are available to support effective and efficient risk management in their respective section
- Actively contributing to the development of a strong risk management culture within their respective section
- Ensuring that any operational decisions and recommendations to Council have appropriate regard to risk management
- Keeping senior management and the Governance & Risk Advisor informed of any major risks or significant changes to the risk profile in relation to the delivery of their respective section's functions.



## Project Managers

Project managers are responsible for:

- Supporting, promoting and participating in Council's Risk Management Program in relation to their role
- Developing a project risk register and undertaking regular, systematic reviews of the risks relating to delivery of their projects
- Identifying and managing risks in relation to delivery of their projects, in accordance with this framework and all relevant policies and procedures
- Taking responsibility as the Risk Owner for all risks arising from the delivery of their projects
- Ensuring that adequate resources are available to support effective and efficient risk management, as part of project planning
- Actively contributing to the development of a strong risk management culture within their project teams
- Ensuring that any operational decisions and recommendations to Council have appropriate regard to risk management
- Keeping senior management and the Governance & Risk Advisor informed of any major risks or significant changes to the risk profile in relation to the delivery of their projects.

## All staff, contractors and volunteers

All staff, contractors, volunteers and persons engaged to perform functions of Council are responsible for:

- Supporting, promoting and participating in Council's Risk Management Program within the scope of their influence and position description
- Identifying, managing and escalating risks in relation to delivery of their respective functions, in accordance with this framework and all relevant policies and procedures
- Ensuring that any actions taken have appropriate regard to risk management.

## References and Related Legislation

- AS ISO 31000:2018 – Risk Management



## Version History

Version No.	Date	CM Ref	Reason for Review
1	25/02/2014	INT-2199/14	
2	30/01/2017	CD-93/21	
3	31/05/2021	CD-44/21	New template, updated references, and policy changes to mirror the adopted Risk Management Framework.
4	18/12/2023	CD-72/23	Timed review