RISK MANAGEMENT FRAMEWORK

Upper Hunter Shire Council

Date adopted by Council	18 December 2023
Minute number	23/250
Endorsed by	Senior Management Group
CM Ref	CD-73/23
Due for review	December 2027
Related documents	• Corporate Risk Management Policy • Risk Assessment Template • AS ISO 31000:2018 Australian Standard – Risk Assessment Guidelines
Responsible officer	Governance & Risk Advisor
Department/Section	Corporate Services/Governance & Risk
Category	Risk Management
Community Strategic Plan goal	**Goal 5** Responsible Governance
	5.7 Effective management of risk underpins all Council decisions, service delivery and behaviours

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Introduction

Statement of Commitment

Upper Hunter Shire Council commits to a comprehensive program of Enterprise Risk Management that integrates all risks, including safety, environmental and business continuity risks into our decision making, planning and reporting at all levels.

A consistent, holistic approach to risk management strengthens Council's ability to deliver more efficient and effective services to the community. The program focuses on the ongoing identification and treatment of risk to build an organisation that is resilient, risk aware and at the forefront of good governance.

Council implements risk management on an organisation wide basis consistent with International Standard ISO 31000:2009. This approach creates sustainable value by both mitigating risks to the achievement of our objectives and by identifying potential opportunities.

Council's Enterprise Risk Management Program will integrate risk management into Council's Key Integrated Planning and Reporting (IP&R) Documents, structure, governance, policies, processes, strategies, and reporting. This will assist Council in long term planning and prioritising the needs of the community as the principles that underpin this framework are that risk management:

- *Must create value whilst minimising the compliance and administrative burden;*
- *Is an integral part of organisational planning and decision making;*
- *Supports reduction of future loss and failure, realisation of opportunity and disciplined innovation;*
- *Is applied in a manner that is rigorous, structured and based on the best available information; and*
- *Must be responsive to change and capable of continuous improvement.*

Principles of risk management

AS ISO 31000:2018 describes the purpose of risk management as the creation and protection of value. In accordance with this Standard, Council's risk management program will:

- be integrated into all activities of the Council
- be structured and comprehensive
- be customised to best suit the Council environment and objectives
- be inclusive of all functions, activities and people in Council
- be dynamic and responsive to change (or the potential for change)
- be based on the best available information
- have regard to human and cultural factors
- be committed to continuous improvement.

Three lines of defence in risk management

Council is committed to ensuring that its risk management program incorporates best practice in risk assurance, modelled on the three lines of defence.

First line	Second line	Third line
Staff and operational management	*Governance and Risk function*	*Audit*
Operational risk management; compliance with organisational policies, procedures and systems; business unit procedures and internal controls; identifying, managing and reviewing operational risks.	Strategic risk management; provision of guidance and advice; development of policies, procedures, frameworks and systems; oversee and monitor operational risk management; support, challenge and develop risk management capability.	Review, challenge and advise the first and second lines of defence; provide independent assurance to senior management and the Council.
Front line staff	Governance & Risk Advisor	Internal Audit
Operational and project managers	Senior Management Team	External audit
Senior Management Team	Risk Management Committee	Audit, Risk & Improvement Committee

Roles and 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.

The Risk Management Process

Process overview
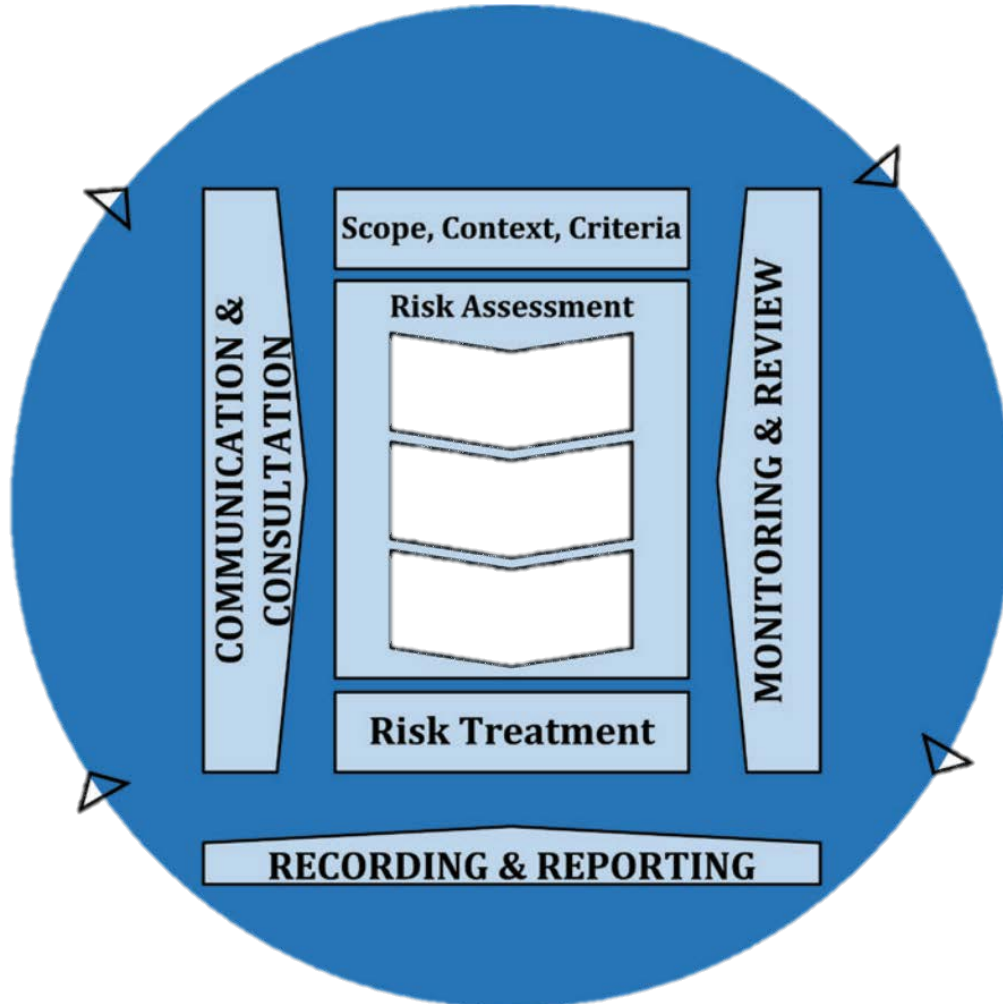
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Scope, context, criteria

This risk management framework applies to all areas, functions, services and deliverables of Upper Hunter Shire Council. The framework is designed to capture all strategic, operational, project, compliance, reputational, and environmental risks, and any other type of risk identified.

Assessment of both inherent and residual risk is based on the following criteria. Rating descriptors have been adapted from NSW Treasury Policy and Guidelines Paper (TPP 12-03). They are provided as a guide only and will not capture all situations. Discretion is required when assessing any risk and in most cases multiple factors will need to be considered in the determination of the rating.

Likelihood

Rating	Description	Probability
Almost Certain	Expected to occur in most circumstances / expected to occur multiple times within a year	95%-100%
Likely	Probably occur in most circumstances / is expected to occur approximately once a year	25%-95%
Possible	Could occur at some time / may occur once every 5 years	5%-25%
Rare	Event may occur but only in exceptional circumstances / expected frequency of occurrence is less than once every 10 years	<5%

Consequence

Rating	Compliance / Regulatory	Financial	Reputational	Strategic / Operational Performance	People / WHS	Environmental
Low	• Minor regulatory breach requiring review of internal processes • Minor breach/es of internal policy	• Minor financial loss which can be managed within existing budget or contingency	• Negative commentary on local/ community social media pages • A small group of community members loses trust and faith in Council in relation to a particular decision, service or multiple services.	• Impact to objectives can be addressed within existing resources/ business activities	• Minor, temporary disruption due to loss/ absence of key personnel • WHS incident requiring first aid treatment only	• Minor impact to localised areas of low biodiversity value
Medium	• Regulatory breach requiring escalation and/or investigation • Code of Conduct breach resulting in suspension of staff and internal investigation	• Financial loss in excess of existing budget or contingency	• Repeated negative commentary in local media sources • Some parts of the community lose trust and faith in Council in relation to a particular service or services.	• Important business objectives can no longer be achieved in the short term (12-18 months) and requires a reprioritisation of resources	• Significant loss of capability due to loss/ absence of key personnel • WHS incident requiring medical treatment	• Moderate impact to localised areas of reasonable biodiversity value • A small number of locations suffering environmental damage requiring several months to recover
High	• Breach resulting in financial penalty over $50,000 • Code of Conduct breach requiring external investigation	• Direct financial losses or damage to asset in excess of $50,000 • Financial loss requiring a reduction in scope of project/ service	• Negative media about Council published in mainstream sources for a limited period • Community has significant loss of trust and faith in Council in relation to one or two services	• Multiple objectives can no longer be achieved within the scope of the operational plan. • Loss of critical service outside of max acceptable outage in BCP	• Critical task unable to be undertaken/ completed due to loss/ extended absence of key personnel • WHS incident resulting in extensive injury/injuries and time lost	• Substantial impact to areas of high ecological value and/or protected species or habitat • A number of locations suffering environmental damage requiring several years to recover

Rating	Compliance / Regulatory	Financial	Reputational	Strategic / Operational Performance	People / WHS	Environmental
Very high	• Breach resulting in court proceeding	• Direct financial loss or damage to asset in excess of $100,000	• Negative media about Council published in mainstream sources for an ongoing period • Community has significant loss of trust and faith in Council across a range of services	• Core business objectives can no longer be achieved within the scope of the 10 year strategic plan	• Critical systems/core functions unable to continue due to loss/extended absence of key personnel or significant, sudden reduction in staffing numbers • WHS incident resulting in hospitalisation or death.	• Significant impact to areas of high ecological value and/or protected species or habitat • Widespread environmental damage taking many years to recover

Risk assessment

Risk identification

Strategic risks will be included in Council's corporate risk register as identified. In addition to this, the Risk Management Committee will allocate time biannually to consider any new or emerging risks.

Operational risks will be included in Council's corporate risk register as identified. In addition to this, the Governance & Risk Advisor will coordinate biannual meetings with responsible managers during which the manager will be prompted to consider any new or emerging risks. Managers may elect to include other members of staff in these meetings.

Risk identification and creation of a project risk register must be undertaken in the planning stages of all projects. This is the responsibility of the project manager and should include all key stakeholders to ensure that all risks are identified and captured. The Governance & Risk Advisor will provide support as required and/or requested.

Risk analysis

Once identified, risks will be analysed using the criteria above and given two risk ratings from the Risk Assessment Matrix below.

1. **Inherent Risk Rating:** the inherent risk rating is an analysis of the risk *before* the application of any controls, treatment, remedial action or mitigation.
2. **Residual Risk Rating:** the residual risk rating is an analysis of the risk *after* the application of all existing controls. When considering the effect of the existing controls, the actual effectiveness of the controls should be considered.

Risk Assessment Matrix

Consequence

		Low	Medium	High	Very High
Likelihood	**Almost certain**	Medium	Medium	High	Extreme
	Likely	Low	Medium	High	High
	Possible	Low	Medium	Medium	High
	Rare	Low	Low	Medium	Medium

Risk evaluation

All identified risks will be evaluated against Council's risk appetite to determine the need for action such as treatment, mitigation or escalation.

For major risks (as determined by the Risk Management Committee), staff will specifically determine not only what level of risk it has the ability to withstand (tolerance), but what level of risk it has the appetite to accept may need to be taken in order to achieve its goals. Risk tolerance and risk appetite for these risks will be reviewed as part of routine risk reviews and following any changes that may impact the risk rating, Council's risk tolerance, or Council's risk appetite.

Risk appetite

Council recognises that its risk appetite will change over time and in different situations. However, it is also important that Council's risk appetite is measurable and can be effectively communicated and understood throughout the organisation. A clearly articulated risk appetite framework not only ensures consistent and effective management of risk throughout the organisation, it also enables staff to react quickly to the challenges and opportunities presented as they arise.

Council's risk appetite will depend on a number of internal and external factors, including Council's tolerance range and the desired outcomes of a particular activity. There is no single "risk appetite", but rather a range of appetites for different types of risk and this range of appetites needs to align under, and be consistent with, an overall risk appetite framework.

Risk *appetite* = the level of risk Council is willing to take in the pursuit of its goals (the range of what we <u>will</u> do)

Risk *tolerance* = the level of risk Council can practically deal with (the range of what we <u>can</u> do)

In almost all situations, Council will be able to deal with more risk than it is prudent to pursue. While Council recognises that taking risks is essential for productivity, creativity and growth, generally speaking Council is risk-adverse and will ensure that its tolerance range for risk will always be broader than its appetite.

Council's appetite for risk will often be higher in relation to activities or decisions being made by more senior levels of the organisation than it is for actions taken by operational level staff. Firstly, this is because senior staff are more likely to be aware of and to fully understand the implications of potential risk, and secondly, because delegation down the chain of command usually comes with an implicit expectation of the effective exercise of control. Council accepts that as discretion and autonomy increases often so does the level of risk, and that such risk is sometimes necessary to pursue in order to ensure the best possible outcomes for Council and the community.

The following table provides a high-level summary of Council's risk tolerance and risk appetite, or (where this would be impractical) what should be considered in making an assessment of these factors, in relation to different categories of risk, and should be used to guide the assessment of risk throughout the organisation:

	Risk tolerance: *the level of risk Council can practically deal with (the range of what we* <u>*can*</u> *do)*	**Risk appetite:** *the level of risk Council is willing to take in the pursuit of its goals (the range of what we* <u>*will*</u> *do)*
Financial	Overall, Council is in a reasonable financial position with a balanced budget and therefore has moderate-strong tolerance in terms of financial risk. Tolerance of financial risk includes Council's ability to borrow money, divest assets, increase fess and/or reduce services to cover costs that emerge outside of its adopted budget. Consideration of this factor should apply to the whole risk profile, not just individual risks or risk areas, however it is important that it is also clearly communicated across all areas	Generally speaking, Council's appetite for financial risk is conservative – engaging the need to borrow money, divest assets, increase fees and/or reduce services as a control for managing the consequences of the negative fallout from a risk-taking activity will only be considered in extreme or very specific circumstances, at the discretion of the senior management team and/or Council. Council will not accept more than $5,000 or 20% (whichever is greater) budget variation. Any cost center variation will be reviewed by the Corporate Services Committee each

	Risk tolerance: *the level of risk Council can practically deal with (the range of what we* can *do)*	Risk appetite: *the level of risk Council is willing to take in the pursuit of its goals (the range of what we* will *do)*
	of the organisation, and that all budget managers understand the degree to which they (individually) are permitted to expose the organisation to potential financial loss in the pursuit of emerging challenges or opportunities.	month and appropriate action will be identified. Council's appetite for financial risk in relation to projects will be identified and managed through contingencies in project budgets as well as being clearly articulated in project plans. Contingencies will not exceed 20% of the overall project budget and expenditure will be reviewed regularly as part of project management. The process for budget review and escalation will be clearly articulated in project plans.
Reputational	Many of Council's activities under the Local Government Act can theoretically be carried out in the absence of a positive reputation. However Council's ability to perform these activities to a reasonable standard is greatly supported by trust and constructive input from the community. Consideration of this factor includes the reputation of the elected Council body, elected representatives, general manager, staffing body and the operation of the Council as a whole. Council's tolerance for reputational risk is temporal and varies greatly in relation to the particular risk being assessed.	Council has a high appetite for reputational risk where it competes with safety, legislative compliance or financial management obligations, which will always be addressed as a priority. While Council accepts that not all actions will be positively received by all of the community, reputational risks will always be addressed as far as feasibly possible. Any medium or high residual risk relating to Council's reputation will be considered by the Senior Management Group and appropriate action identified.

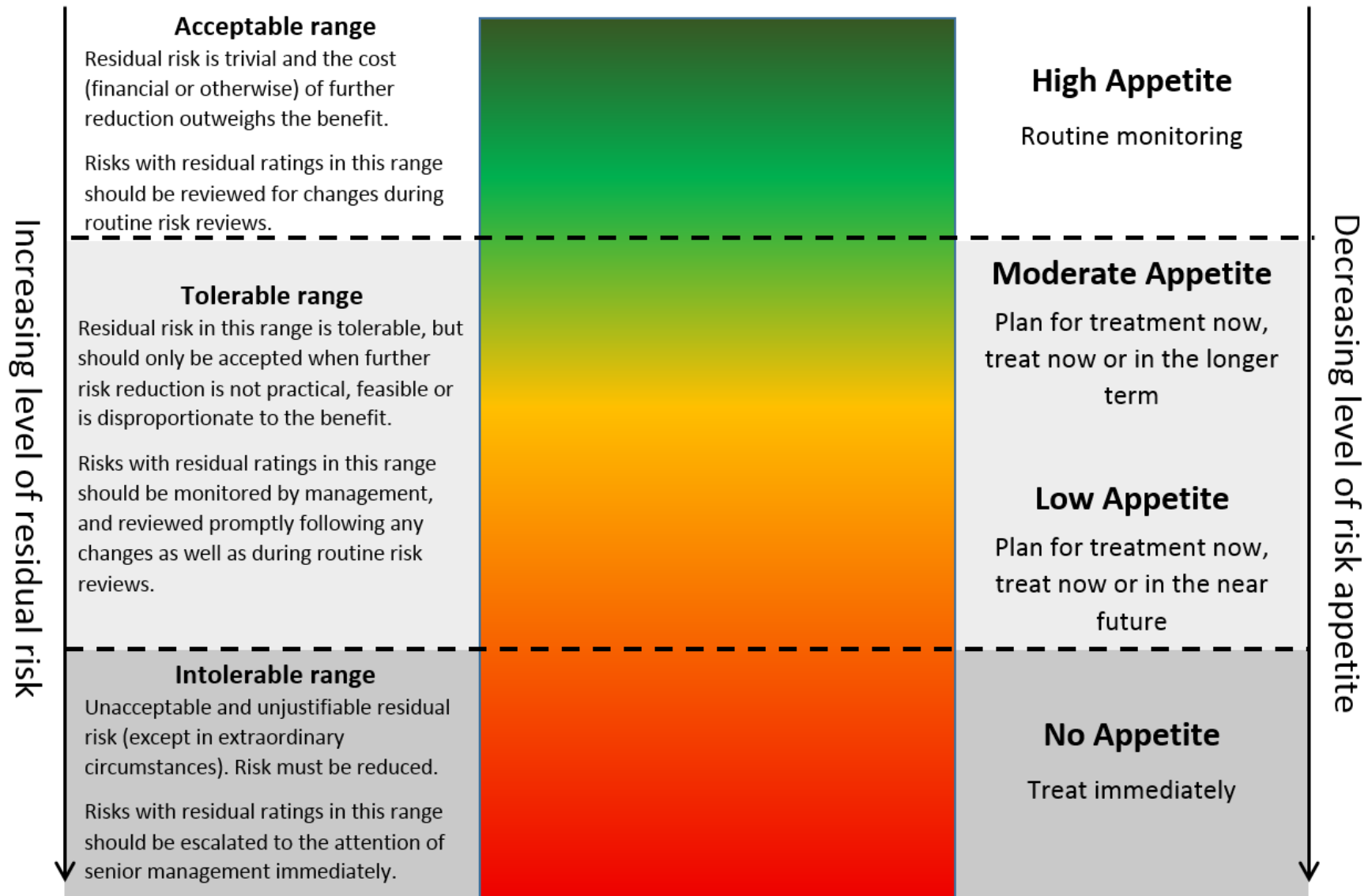|	Risk tolerance: *the level of risk Council can practically deal with (the range of what we* <u>can</u> *do)*	Risk appetite: *the level of risk Council is willing to take in the pursuit of its goals (the range of what we* <u>will</u> *do)*
People	Generally speaking Council can tolerate some down-time in most roles and areas, however, the workforce establishment is lean and therefore tolerance for extended absence or vacancy is fairly limited. Council will need to assess whether or not it has sufficient, appropriately trained and adequately skilled individuals to undertake tasks and to respond to the associated risks. In some cases Council will require specific knowledge to achieve its outcomes. Council's need for specialist knowledge, and its ability to recruit and retain staff or engage contractors varies greatly in relation to the area of operation and the skill sets required. Council's tolerance for work health and safety risks to its people is narrowed by the financial, compliance/regulatory and reputational risk of adverse effects from WHS risk events materialising. The exercise of Council's activities under the Local Government Act would not be greatly impacted by minor instances of willful misconduct, fraud or corruption by staff, however any level of the above has the potential to generate significant reputational, financial or compliance/regulatory damage and as such Council's tolerance for any willful misconduct, fraud	Council will endeavor to balance risk in relation to the need for sufficient, appropriately trained and skilled members of staff with the financial cost and impact of position vacancies on the organisation. Where possible, Council will consider opportunities to train or develop existing staff before looking to recruit or contract externally where the risk of not having sufficient or suitably qualified personnel is concerned. Vacant positions will be reviewed and advertised promptly and the risks associated with ongoing vacancies in established positions will be reviewed by the Senior Management Group and appropriate action identified. Council has little to no appetite for work health and safety risk. Council expects that all work health and safety risks will be managed to a low or medium-low residual risk rating. All work health and safety risks which cannot be managed to this level will be escalated through the chain of command immediately, reviewed by the Work Health & Safety Committee and appropriate action will be identified. If appropriate action cannot be identified, risks will be promptly referred to senior management. Council expects that all its people will behave ethically

	Risk tolerance: *the level of risk Council can practically deal with (the range of what we <u>can</u> do)*	Risk appetite: *the level of risk Council is willing to take in the pursuit of its goals (the range of what we <u>will</u> do)*
	or corruption of any intensity is limited.	and adhere to the Code of Conduct and Council's policies and administrative principles, and will ensure that all staff are appropriately trained and informed to minimise this risk In this regards as far as reasonably possible. Council has no appetite for willful misconduct, fraud or corruption and will actively respond to any incidents that arise. Council is committed to maintaining a positive culture in the workforce and has a low appetite in regard to risks which threaten this.
Compliance/ Regulatory	Council operates in a tight regulatory environment and non-compliance can result in significant financial, reputational, health and safety and/operational damage. As such, Council has low tolerance for compliance/regulatory risk.	Council has a little to no appetite in regard to compliance and regulatory risk. Any compliance/regulatory risks with a residual risk rating of medium or high should be escalated through the chain of command for action and referred to the Risk Management Committee for review if required.
Operational	The operations and expected performance of Council are determined by the Local Government Act and Council's Delivery Program & Operational Plan. While Council can continue to function to some extent despite major variations to this plan, doing so may have significant impacts on Council's reputation, regulatory compliance and finances. Council must have sufficient infrastructure to take certain risks. This might be in terms of physical assets, space to carry	Council will aim to meet at least 85% of its KPIs on an annual basis. Any variation will be reviewed by the Corporate Services Committee each month and appropriate action will be identified. The potential need to extend physical assets, IT systems and/or other infrastructure will be accepted within existing budgets and in accordance with Council's adopted delivery program. Any medium-high or high residual risk in relation to operational infrastructure that is

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	out operations or IT systems, for example. Risk tolerance in this regard is also dependent on financial tolerance and the availability of people and knowledge in relation to particular activities.	outside of existing budgets will be considered by the ICT Steering Committee.
Environmental	Tolerance for environmental risk is usually informed and directed by the associated compliance/regulatory, financial or reputation risks.	Council's appetite for environmental risk should always be informed by the relevant adopted sustainability policies, strategies, action plans and frameworks of Council. Council's Community Strategic Plan also recognises Council's priority to protect the natural environment and plan for a sustainable future, and alignment with these goals should also be considered when assessing environmental risks.

The model on the following page provides a generic guide to the relationship between residual risk rating, risk tolerance, risk appetite, and actions required. This should be referred to in conjunction with Council's risk matrix and the risk appetite statements above, as a guidance tool only, when determining Council's appetite and evaluating the need for action or escalation in relation to particular risks or decisions.

Increasing level of residual risk

Decreasing level of risk appetite

Acceptable range

Residual risk is trivial and the cost (financial or otherwise) of further reduction outweighs the benefit.

Risks with residual ratings in this range should be reviewed for changes during routine risk reviews.

High Appetite

Routine monitoring

Tolerable range

Residual risk in this range is tolerable, but should only be accepted when further risk reduction is not practical, feasible or is disproportionate to the benefit.

Risks with residual ratings in this range should be monitored by management, and reviewed promptly following any changes as well as during routine risk reviews.

Moderate Appetite

Plan for treatment now, treat now or in the longer term

Low Appetite

Plan for treatment now, treat now or in the near future

Intolerable range

Unacceptable and unjustifiable residual risk (except in extraordinary circumstances). Risk must be reduced.

Risks with residual ratings in this range should be escalated to the attention of senior management immediately.

No Appetite

Treat immediately

Risk treatment

Where residual risk falls outside Council's risk appetite, a risk treatment plan must be identified. Options for treating a risk may involve, for example:

- Choosing not to undertake the activity which gives rise to the risk
- Introducing new policies, procedures or processes
- Insuring the risk to reduce direct consequences
- Providing training or publicising information to key stakeholders to reduce the likelihood of the risk
- Amending budgets or contingencies to accommodate the risk
- Introducing a formal monitoring regime to assist in pre-empting outcomes
- Making an informed decision to accept and retain the risk.

All existing controls and identified risk treatment actions will be given one of the following status identifiers:

- Fully implemented
- Partially implemented – funded
- Partially implemented – unfunded
- Not implemented – funded
- Not implemented – unfunded
- Requires review (to be used when treatments are implemented, but are ineffective, outdated, obsolete etc.)

Where controls and treatments are not fully implemented or they require review, managers will be required to provide brief commentary regarding proposed implementation as part of the biannual review process. Commentary will be reviewed by the responsible director who may determine further action or monitoring, at their discretion.

Monitoring & review

Corporate risk register

The Governance & Risk Advisor will coordinate a biannual review of all risks in the corporate risk register, to be undertaken by the responsible managers. At least one of these reviews annually will be done in a face-to-face meeting between the Governance & Risk Advisor and the responsible manager, to ensure consistency, comprehension, and peer review of the risk register.

Reviews will include:

- Review the analysis and evaluation of existing risks
- Review treatment plans and status of treatment actions
- Consider any emerging risks

Project management

Regular and systematic review of the project risk register must be included in all project plans, commensurate to the nature, scope and risk profile of the project, and in accordance with Council's Project Management Framework.

The risk management program

Activities forming the risk management program will be monitored and reviewed by the Risk Management Committee and the Audit, Risk & Improvement Committee, in accordance with their charters.

Recording & reporting

Council's corporate risk register will be developed and maintained by the Governance & Risk Advisor. The register will be kept in an accessible corporate location to ensure continuity in the absence of key personnel.

The Governance & Risk Advisor will be prepare routine reports regarding Council's risk management program for the Senior Management Group, the Risk Management Committee and the Audit, Risk & Improvement Committee, in accordance with their charters. The Governance & Risk Advisor will also prepare ad-hoc reports for these committees (or other committees, as relevant) where matters arise or at the request of the committees.

References and Related Legislation

- Local Government Act 1993
- Work Health & Safety Act 2011

Version History

Version No.	Date	CM Ref	Reason for Review
1	30/09/2019	CD-116/21	
2	25/10/2021	CD-151/21	Timed review. Updated risk appetite statements, and minor administrative updates.
3	18/12/2023	CD-73/23	Addition of Environmental Risk consequence category.