

	Function: CORPORATE SERVICES (GOVERNANCE)	Adopted: 2 nd October 2024 Resolution No.: C223:1024
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	Version Number: 1	Next Review: August 2028
RISK MANAGEMENT FRAMEWORK POLICY		

1. POLICY OBJECTIVES

Copper Coast Council (Council) recognises that effective Risk Management is a critical part of good governance, leadership and continuous improvement. The purpose of this policy is to provide for an integrated and systematic Risk Management Framework that ensures:

- Risk Management is integrated into all Council strategic and operational processes;
- Council maximises its opportunities, whilst minimising the negative impacts through effective Risk Management;
- A formal and structured approach to the effective identification, analysis, evaluation, treatment, management, monitoring and reporting of Risk, to assist Council in setting appropriate strategies, achieving objectives, making informed decisions, meeting community expectations and ensuring legislative compliance;
- Appropriate escalation.

This policy underpins Council's commitment to:

- Sustainability and continuous improvement;
- Protecting the community, Workers, organisation and assets against potential losses.

2. SCOPE

This Policy applies to:

- Council business activities;
- Elected Members;
- Council Committees;
- Workers.

3. DEFINITIONS

Definitions are provided in Attachment 1.

4. POLICY STATEMENT

4.1 Risk Management Principles

Effective Risk Management is essential to ensuring informed decision making, appropriate action is taken and preferred outcomes are achieved.

The international standard for Risk Management - Guidelines (ISO 31000:2018) (Standard) describes Risk as "the effect of uncertainty (either positive, negative or both) on objectives".

The Standard is based on the following eight Risk Management principles, which underpin this policy and guide how Risk is managed across Council operations:

Integrated	An integral part of all organisational processes.
Structured and comprehensive	Contributes to efficiency and to consistent and comparable results.
Best available information	Based on historical and current information, as well as on future expectations, taking into account any limitations and uncertainties associated with such information and expectations.
Customised	Aligns with the internal and external context related to objectives.
Human and cultural factors	Recognises that behaviour and culture can significantly influence the achievement of objectives.
Inclusive	Requires appropriate and timely involvement of Stakeholders to enable their knowledge, views and perceptions to be considered.
Dynamic	Anticipates, detects, acknowledges and responds to changes in Council's internal and external contexts, that result in new Risks emerging and others changing or disappearing.
Continual improvement	Learning and experience drives continuous improvement.

The benefits of effective Risk Management include:

- Better strategic planning;
- Limited costly surprises;
- Better outcomes;
- Better use of resources (people, funds and equipment);
- Transparent decision making;
- Enhanced decision-making, performance and accountability;
- Greater certainty and confidence;
- Better management of both new opportunities and losses;
- Better planning, organising, leading, coordinating and controlling activities;
- Maximised value from assets, projects and business ventures;
- Innovation.

It is not possible to eliminate all Risks therefore the objective is to ensure that the Risks involved in Council functions are appropriately managed.

4.2 Local Government Risk Services

Certain insurable Risks have been transferred to a number of self-managed schemes, managed by Local Government Risk Services via payment of an annual contribution (Schemes). The Schemes are:

1. Local Government Association Mutual Liability Scheme (LGAMLS) for the purposes of civil liability coverage and claims management;
2. Local Government Association Workers Compensation Scheme for the purposes of Workers compensation coverage and claims management;

3. Local Government Association Asset Mutual Fund for the purposes of asset and fleet coverage and claims management.

As a member of all the above Schemes, Council must ensure that Risk Management protocols are developed and appropriately endorsed and implemented across all business units.

4.3 Organisational Context

Local Government in South Australia operates under the Local Government Act 1999 (Act). The Act defines the roles, aims and objectives of Local Government.

Although the Act governs the functions of Councils in South Australia, there are many other Acts, Regulations, Codes of Practice and Standards that also apply.

Council's Strategic Plan aligns with the aims and objectives for Local Government and is the basis for all Council management plans and processes. It provides a strategic overview and guide to the organisation.

Organisational Risk Management aims and objectives are established by this policy.

Today, local government authorities are operating in an increasingly complex environment of ongoing economic, political and corporate change.

The external setting is multi-layered and includes:

- Other tiers of government;
- Regional authorities;
- Community organisations;
- Community expectations;
- Legislative reform;
- Population demographics.

These relationships and issues impact significantly on the way in which Council delivers services and interacts with the community, which must be taken into account in all decision making and Risk Management processes.

Good Risk Management is an essential element of maintaining balance between:

- Risk and reward;
- Threat and opportunity;
- Strategy and operations.

This policy defines the scope, objectives, measures, roles, responsibilities, processes, tools and documentation for all Organisational Risk Management activities.

The Elected Body will define Council's Risk Appetite and Risk Tolerance, taking into consideration the nature and extent of the Risks Council is willing to take in order to achieve its strategic objectives.

4.3.1 Leadership and Commitment

The Elected Body and the Executive Team (ET) will demonstrate leadership and commitment by ensuring that Risk Management is integrated into all organisational activities by:

- Developing and implementing a Risk Management Framework;
- Allocating appropriate resources for Risk Management;
- Assigning Risk Management roles, authorities, responsibilities and accountabilities.

4.3.2 Integration

Risk Management is not an isolated function and, in order to maximise Risk Management benefits and opportunities, Risk Management will be integrated through Council's entire operations, which includes:

a) Enterprise Risk Management

When setting organisational strategies, Council will identify the potential Events that may affect the achievement of its objectives. Strategic and Organisational Risks will be identified by reference to both the external and internal environment.

Strategic and Organisational Risks are monitored by ET, Council's Audit and Risk Committee and the Elected Body, with all associated Risk Assessments captured into Council's electronic Risk Management system (ERMS).

Operational Risks that arise from Council's day-to-day business unit functions and operations are monitored by managers and the ET, with all associated Risk Assessments captured into Council's ERMS.

b) Strategic and Business Planning/Decision Making

When undertaking strategic and business planning, (which includes long-term financial planning and annual budgeting) the Risks to meeting Council objectives and the effectiveness of systems that are in place to manage those Risks, will be adequately considered.

Risk Management will be integrated into Council's decision making processes and Council and Committee reports will include Risk Management considerations.

c) Work Health and Safety

Council's Risk Management Framework must include Work Health and Safety (WHS) as a critical component, as it involves the Risks that Workers face while carrying out work for/on behalf of Council.

Council must ensure that a WHS system to manage WHS Risks to Workers and related Risks to members of the public is implemented, in accordance with the WHS Act 2012 (WHS Act) and Return to Work SA's Work Health and Safety Standards for Self-Insured Employers.

d) Service Delivery

Council's Risk exposures vary according to the functions, facilities and services it provides and these will inevitably change over time. Council's service planning processes will address both the Risks associated with providing functions, facilities and services (such as capacity and resources) and also the Risks arising from their delivery (such as public safety and community reaction).

e) Emergency Management

Council plans for and undertakes prevention, preparedness, response and recovery activities to support its Workers and the community, in the event of emergencies and natural disasters. This includes alignment and co-operation with lead agencies and other Councils in the region, as well as providing information and training for Workers to protect them from harm whilst responding to emergencies and natural disasters.

f) Business Continuity Plans

Council will ensure that critical business functions continue after a business interruption. Council will develop business continuity plans (BCPs), taking into consideration

reasonably foreseeable Risks and their potential impact on achievement of Council's objectives.

The BCPs will manage Risk by limiting or reducing the impact of a disruption (such as due to a severe weather Event or loss of key personnel), enabling the resumption of critical Council business functions/services following a disruption.

4.3.3 Risk Management

Based upon best practice Risk Management principles, Council will apply the following structured and consistent approach to the effective identification, analysis, evaluation, treatment, management, monitoring and reporting of Risk:

a) **Communication and Consultation**

Authentic communication and consultation with internal and external Stakeholders is critical to the successful identification and management of Risk.

b) **Define the Scope, Context and Criteria**

As Risk Management is applied at different levels throughout the organisation, it is important to consider Risks in context with Council's objectives, values and resources, along with any potential to impact other activities and external Stakeholders.

c) **Risk Identification**

The process of identifying the Events that have the potential to impact upon the achievement of Council's objectives is critical in protecting the community, employees, assets and the organisation against potential losses and maximising opportunities.

d) **Risk Analysis**

Council will consider the Risks identified and the effectiveness of any current Controls utilising Council's:

- Risk Rating Matrix as provided in Attachment 2;
- Consequence rating tables as provided in Attachment 3;
- Likelihood Rating Table as provided in Attachment 3;

e) **Risk Evaluation**

Risk priorities are determined based upon the outcomes of the Risk Analysis.

f) **Risk Treatment**

One or more options for eliminating or modifying a Risk may be selected to prevent/reduce a Risk from occurring, or in the case of opportunities, to ensure objectives are realised.

Risk Treatment options are provided in Attachment 4.

g) **Recording and Reporting**

Identified Risks will be documented, prioritised, monitored, reviewed, managed and reported via Council's Risk and hazard management templates and Risk and Corrective and Preventative Action Registers.

h) **Monitoring and Review**

Appropriate accountability, measures and reporting will be put in place to monitor, measure and evaluate the effectiveness of Council's Risk Management (at an individual and organisational level) and to assist in identifying gaps and/or emerging Risks.

To ensure the continued relevance and value of Risk Management to the organisation, the Risk Management Framework will be subject to scheduled Internal Audit assessment, including Control adequacy, in addition to external audits. Any issues identified through

audit processes will inform this policy and may result in the identification of new Risks or more effective treatments for existing Risks.

Council will also adapt its Risk Management activities in response to audit processes, with a view to continually improving Risk Management suitability, adequacy and effectiveness.

4.3.4 Performance Management

Appropriate accountability, measures and reporting structures will be put in place to monitor Risk Management effectiveness (at an individual and organisational level) and to assist in identifying gaps or emerging Risks. Roles and responsibilities are provided in Attachment 5.

5. COMPLAINTS

Complaints relating to this policy are supported by Council's Complaints Policy GOV012 and must be made in writing to the Chief Executive Officer.

6. DELEGATION

Applicable delegations are set out in Council's Delegations register, available via Council's website www.coppercoast.sa.gov.au.

7. REVIEW

This policy will be reviewed every four (4) years or more frequently as deemed necessary in consideration of any changes to legislation, relevant standards, codes and guidelines, audit findings and/or corrective and preventative actions/Controls.

8. TRAINING

Council is committed to supporting Elected Members and Workers in complying with this policy. Training needs will be reviewed during induction, individual performance reviews and as necessary in consideration of any changes to legislation, relevant standards, codes and guidelines, audit findings, any corrective and preventative actions/Controls arising from Risk Assessment and/or hazard/incident reports and Stakeholder feedback.

9. RECORDS MANAGEMENT

Records will be managed in accordance with Council's Records Management Policy RM001.

10. POLICY AVAILABILITY

Policies are available for inspection without charge at Council's Principal Office and on Council's website www.coppercoast.sa.gov.au and a copy may be obtained on payment of a fee in accordance with Council's Register of Fees and Charges (also available via Council's website).

11. REFERENCES AND LEGISLATION

Local Government Act 1999

Civil Liability Act 1936

Work Health and Safety Act 2012

State Records Act 1997

Freedom of Information Act 1991

LGAMLS Scheme Rules as gazetted July 2020

The international standard for Risk Management - Guidelines (ISO 31000:2018)

Risk Management guidelines: companion to AS ISO 31000:2018. Part 1: Boards and executives

Return to Work SA's Work Health and Safety Standards for Self-Insured Employers
Return to Work SA's Code of Conduct For Self-Insured Employers

12. RELATED COUNCIL OBJECTIVES, POLICIES AND DOCUMENTS

Strategic Plan 2019 – 2029 - Governance Objective – Leadership

- Goal 5 - To provide leadership and ensure resources are managed efficiently and effectively.

Complaints Policy GOV012

Contractor Management Policy WHS08-001

Contractor Management Procedure WHS08-002

Emergency Management Policy WHS09-001

Fraud Corruption Misconduct and Maladministration Prevention Policy GOV004

Hazard Management Policy WHS06-001

Hazard Management Procedure WHS06-002

Hazardous Work Policy WHS06-003

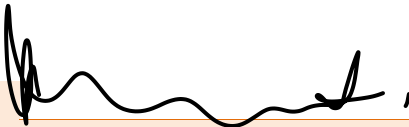
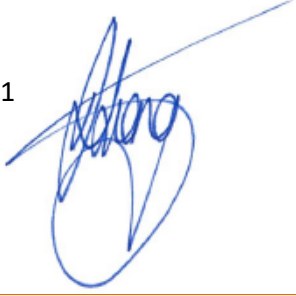
Internal Control Policy FIN014

Prudential Management Policy FIN007

Records Management Policy RM001

Treasury Management Policy FIN002

Work Health and Safety and Return to Work Policy WHS11-001

Signed		
	Mayor	Chief Executive Officer
Date	07/10/2024	

Attachment 1 – Definitions

Consequence	The outcome of an Event, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an Event.
Controls	An action that modifies Risks and increases the likelihood that objectives and goals of an organisation will be achieved.
Corrective and Preventative Actions Register	A register of treatment(s) to be applied to identified Risks, following Risk Assessment.
Enterprise Risk Management	A system that looks at Risk Management strategically, from the perspective of the entire organisation.
Event	Occurrence of a particular circumstance.
Internal Audit	Suitably trained Council personnel who conduct objective assessment, monitoring and evaluation activities against defined criteria to determine whether: - Activities and related results conform to planned arrangements; - Arrangements/Controls are implemented effectively and are suitable to achieve the organisation's legislative and policy compliance.
Operational Risk	Risks associated with the day to day business unit functions and activities that have the potential to impact service levels and day to functions and activities.
Organisational Risk	Risk associated with the higher level functions and activities that have the potential to impact the strategic direction of the organisation and service levels.
Risk	The effect of uncertainty (either positive, negative or both) on objectives.
Risk Analysis	A systematic use of available information to determine how often specified Events may occur and the magnitude of their Consequences.
Risk Appetite	Is the amount of Risk an organisation is prepared to accept or avoid. Broad-based description of the desired level of Risk that an entity will take in pursuit of its mission.
Risk Assessment	An overall process of Risk identification, Risk Analysis and Risk evaluation.
Risk Culture	The behaviours that lead to how every person thinks about and manages Risks.
Risk Management	Coordinated activities to direct and Control an organisation with regard to Risk.
Risk Management Framework	This policy and all Council supporting Risk Management documentation, processes/systems.
Risk Rating	The level of Risk assigned to a Risk, in accordance with Council's Risk Rating Matrix provided in Attachment 2, once the Consequence and Likelihood ratings have been determined in

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	accordance with Consequence and Likelihood Rating Tables provided in Attachment 3.
Risk Register	A register of identified Risks, their Consequences, likelihood and ratings.
Risk Tolerance	An organisation's readiness to bear the Risk after Risk Treatment/Controls have been applied in order to achieve its objectives.
Risk Treatment	An action that is taken to manage a Risk.
Stakeholder	Person or organisation that can affect, be affected by, or perceive themselves to be affected by, a decision or activity.
Strategic Risks	Risks that are external to the organisation that have the potential to cause a change in strategic direction of the organisation.
Worker	All personnel undertaking tasks/duties for and/or on behalf of the Council, including persons employed directly by the Council in a full time, part-time or casual basis, volunteers, contractors, agency personnel, consultants and work experience/student placements.

Attachment 2 – Copper Coast Council Risk Rating Matrix

Risk Rating Matrix						
Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic/ Significant
	Almost Certain	High 11	High 16	Extreme 20	Extreme 23	Extreme 25
	Likely	Medium 7	High 12	High 17	Extreme 21	Extreme 24
	Possible	Low 4	Medium 8	High 13	Extreme 18	Extreme 22
	Unlikely	Low 2	Low 5	Medium 9	High 14	Extreme 19
	Rare	Low 1	Low 3	Medium 6	High 10	High 15

Risk Level	Residual Risk Appetite (action required to be taken once the Risk Level is established)	WHS Specific Residual Risk Appetite
Extreme (E)	To be avoided. Report to ET. Where possible exposure to the Risk should be discontinued or should not be allowed to continue until appropriate Controls and Risk Treatment strategies are in place.	Operation of plant/ activity should not be allowed to continue until appropriate Controls and Risk Treatment strategies are in place.
High (H)	May be acceptable provided, where possible, appropriate Controls and Risk Treatment strategies are in place.	Operation of plant/ activity should not be allowed to continue until appropriate Controls and Risk Treatment strategies are in place.
Medium (M)	Acceptable provided, where possible, appropriate Controls and Risk Treatment strategies are in place.	May be acceptable provided appropriate Controls and Risk Treatment strategies are in place.
Low (L)	Acceptable with review.	Acceptable provided appropriate Controls and Risk Treatment strategies are in place.

Risk Level	Reporting Requirements
Extreme (E)	ET – WHS & Risk Coordinator and Governance Coordinator to provide quarterly reports Line management – Live electronic reports Business unit Director – Live electronic reports WHS Committee – WHS & Risk Coordinator to provide reports each meeting Audit and Risk Committee – reports to each meeting
High (H)	Line management – Live electronic reports Business unit Director – Live electronic reports ET – WHS & Risk Coordinator and Governance Co-ordinator to provide quarterly reports WHS Committee – WHS & Risk Coordinator to provide reports each meeting Audit and Risk Committee – reports to each meeting
Medium (M)	Line management – Live electronic reports Business unit Director – Live electronic reports ET – WHS & Risk Coordinator and Governance Coordinator to provide quarterly reports WHS Committee – WHS & Risk Coordinator to provide reports each meeting Audit and Risk Committee – reports to each meeting
Low (L)	Line management – Live electronic reports Business unit Director – Live electronic reports ET – WHS & Risk Coordinator and Governance Coordinator to provide quarterly reports WHS Committee – WHS & Risk Coordinator to provide reports each meeting Audit and Risk Committee – reports to each meeting

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Attachment 3 – Consequence and Likelihood Rating Tables

Consequence Rating Table – Negative Impacts							
Description	Safety	Reputation	Legal & Regulatory	Environmental	Financial	IT/Records	Service Delivery
Catastrophic	Death. Critically life threatening injury/ illness.	State-wide negative media coverage for 2 years or greater. Insolvency.	Criminal charges/ prosecution/ fines >\$5mil.	Irreversible extensive, detrimental environmental damage/loss of amenity.	>\$5mil	Irreversible, extensive loss/ damage/ access to IT infrastructure/ data.	Complete loss of Critical Business Functions (as defined in BCP).
Major	Severe, potentially life threatening injury/illness i.e. loss of limb.	State-wide negative media coverage for 12 months up to 2 years. Council dismissed.	Criminal charges/ prosecution/ fines >\$1mil to <\$5mil.	Extensive, detrimental environmental damage/loss of amenity for >12mths.	>\$1mil to <\$5mil	Extensive loss/ damage/ access to IT infrastructure/ data >3mths.	Loss of Critical Business Functions (as defined in BCP) >3mths.
Moderate	Non-life threatening injury/illness requiring hospitalisation.	State-wide negative media coverage for up to 12 months. Council dismissed.	Prosecution/ fines >\$100k to <\$1mil.	Extensive, detrimental environmental damage/loss of amenity for >1mth and <12mths.	>\$100k to <\$1mil	Extensive loss/ damage/ access to IT infrastructure/ data <3mths.	Loss of Critical Business Functions (as defined in BCP) >1mth and <3mths.
Minor	Non-life threatening injury/illness requiring medical treatment by a doctor. No hospitalisation.	Extensive local media coverage.	Prosecution/ fines >\$50k to <\$100k.	Limited environmental damage/loss of amenity for <1mth.	>\$50k to <\$100k	Partial Loss/ damage/ access to IT infrastructure/ data	Loss of Critical Business Functions (as defined in BCP) <1mth.
Insignificant	Non-life threatening injury requiring first aid treatment.	Some local media coverage.	Prosecution/ fines <\$50k.	Containable incident with minimal environmental damage/loss of amenity.	<\$50k	Minimal Loss/ damage/ access to IT infrastructure/ data	Delayed or untimely service delivery to community.

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Consequence Rating Table – Positive Outcomes/Opportunities

Description	Safety	Reputation	Environmental	Financial	IT/Records	Service Delivery
Significant	>80% Worker/public benefit from improved safety.	State-wide media recognition.	>25% waste diversion from landfill.	Revenue growth/cost savings >\$250k	>80% service benefit.	>25% community benefit (incl. from improved services, health, wellbeing, economic prosperity).
Major	>50% to 70% Worker/public benefit from improved safety.	State-wide media recognition.	>15% to 25% waste diversion from landfill.	Revenue growth/cost savings >\$100k to \$250k.	>50% to 70% service benefit.	>10% to 25% community benefit (incl. from improved services, health, wellbeing, economic prosperity).
Moderate	>20% to 50% Worker/public benefit from improved safety.	State-wide media recognition	>10% to 15% waste diversion from landfill.	Revenue growth/cost savings >\$50k to \$100k	>20% to 50% service benefit.	>5% to 10% community benefit (incl. from improved services, health, wellbeing, economic prosperity)
Minor	>5% to 20% Worker/public benefit from improved safety.	Local media recognition	>5% to 10% waste diversion from landfill.	Revenue growth/cost savings >\$10k to \$50k.	>5% to 20% service benefit.	Up to 5% community benefit (incl. from improved services, health, wellbeing, economic prosperity)
Insignificant	Up to 5% Worker/public benefit from improved safety.	Word of mouth community recognition.	Up to 5% waste diversion from landfill.	Revenue growth/cost savings <\$10k.	Up to 5% service benefit.	<100 people benefit (incl. from improved services, health, wellbeing, economic prosperity).

Likelihood Rating Table			
Likelihood	Description	Past Occurrences	Likelihood %
Almost Certain	Expected to occur in most circumstances	Has occurred at least once within the past year	95% or greater chance
Likely	Will probably occur in most circumstances	Has occurred at least once within the past two years	75% to <95% Chance
Possible	Not expected to occur but could under specific circumstances	Has occurred at least once within the past two to five years	25% to <75% Chance
Unlikely	Not expected to occur and no previous occurrences	Has occurred at least once within the past five to ten years	5% to <25% Chance
Rare	Expected to occur only in exceptional circumstances	Has not occurred within the past ten years	<5% Chance

Attachment 4 – Risk Treatment Options

Risk Treatment options to prevent/reduce a Risk from occurring may include (ranked from highest level of protection and reliability to the lowest):

Risk Treatment Options	Description
Eliminate	Remove an asset or discontinue an activity or service completely so as to eliminate the Risk altogether.
Share	Allocate Risk to a third party, such as through appropriate contactor management, (noting however that S272 of the WHS Act voids any agreement or contract that purports to transfer any duty owed under the WHS Act.)
Mitigate	Implement a type of treatment Control to reduce or remove the Risk. This may include but is not limited to: a) Substitute – swap an asset, activity or service with a lower Risk alternative b) Isolate – separate an asset, activity or service by using distance and/or barriers as much as possible c) Engineering – physical modify an asset, activity or service d) Administrative – develop policy/procedures/other documentation to warn of Risk exposure and establish management protocols e) Personal Protective Equipment – physically worn by persons for person personal protection from Risk exposure.
Accept	Risk can be accepted for a number of reasons including: a) No extra treatments are available; b) Meets the stated target Risk Appetite for the type of Risk; c) An informed and reasonable decision has been made about the Risk; d) Risk Treatment cost significantly outweighs the potential Risk exposure.

Risk Treatment options to ensure positive objectives are realised may include:

Risk Treatment Option	Description
Exploit	Implement strategies to capitalise on opportunities and ensure that the organisation is able to respond to opportunities quickly.
Share	Partnering with another organisation(s) that is able to add skills or value not currently available within Council.
Enhance	Influence factors that will improve the likelihood of the opportunity arising.
Accept	informed and reasonable decision to maintain status quo.

Attachment 5 – Roles and Responsibilities

Roles	Responsibilities
Elected Body	• Ensure that Risks are adequately considered when setting Council's strategies and objectives • Ensure there is a systematic and effective approach to managing Risk and opportunity across Council operations • Ensure a Risk Management Framework is implemented which defines Council's Risk Appetite and Risk Tolerance and delivers a consistent approach to Risk Management by assigning authority, responsibility and accountability, at appropriate levels within the organisation • Apply Risk Management principles to decision making processes • Comply with Council's Risk Management Framework • Consider recommendations from the Audit and Risk Committee relating to Strategic Risks or any other Risk matter
Audit and Risk Committee	• Ensure a Risk Management Framework is implemented which defines Council's Risk Appetite and Risk Tolerance, delivers a consistent approach to Risk Management and assigns authority, responsibility and accountability, at appropriate levels within the organisation • Apply Risk Management principles to decision making processes • Monitor and review the effectiveness of Council's Risk Management Framework • Monitor and evaluate Risk Management activity at least on a quarterly basis in accordance with this policy • Comply with Council's Risk Management Framework
Chief Executive Officer (CEO)	• Apply Risk Management principles to decision making processes • Ensure that a Risk Management Framework is implemented, communicated and monitored throughout the organisation that delivers a consistent approach to Risk Management across Council operations • Commitment to and promotion of the Risk Management Framework • Promote a strong Risk Management Culture, by providing firm and visible support for Risk Management, including ensuring appropriate accountability for the management of Risk • Ensure an appropriate Risk Management Framework is in place and implemented that delivers a consistent approach to Risk Management across Council operations • Monitor and review the effectiveness of Council's Risk Management Framework • Monitor and evaluate Risk Management activity at least on a quarterly basis • Ensure that appropriate resources are allocated to managing Risk and that appropriate authority, responsibility and accountability is assigned at within the organisation • Ensure directors, managers and supervisors have the necessary knowledge and skills to effectively fulfil their Risk Management responsibilities and are accountable for Risks arising from the activities of their business units • Regularly monitor and review Council's Strategic and Organisational Risks • Comply with Council's Risk Management Framework

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Roles	Responsibilities
Executive Team (ET)	• Apply Risk Management principles to decision making processes • Commitment to and promotion of the Risk Management Framework • Ensure that Council's Risk Management Framework is implemented, communicated and monitored throughout the organisation and a consistent approach to Risk Management across Council operations • Promote a strong Risk Culture, by providing firm and visible support for Risk Management, including ensuring appropriate accountability for the management of Risk. • Monitor and review the effectiveness of Council's Risk Management Framework • Monitor and evaluate Risk Management activity at least on a quarterly basis • Ensure that appropriate resources are allocated to managing Risk and that appropriate authority, responsibility and accountability is assigned at within the organisation • Ensure Managers have the necessary knowledge and skills to effectively fulfil their Risk Management responsibilities and are accountable for Risks arising from the activities of their business units • Regularly monitor and review Council's Strategic and Organisational Risks, at least on a quarterly basis and consider emerging Risks • Ensure that Risk Management is embedded into all critical functions and activities • Ensure that Risks that cannot be treated immediately are appropriately documented • Ensure relevant Risk information for which they are responsible is appropriately reported, recorded escalated and disseminated • Comply with Council's Risk Management Framework
Director Corporate & Community Services (DCCS)	• Support the ET in developing, implementing and communicating Council's Risk Management Framework throughout the organisation to facilitate a consistent approach to Risk Management across Council operations • Commitment to and promotion of the Risk Management Framework • Support the ET in monitoring and reviewing the effectiveness of Council's Risk Management Framework • Apply Risk Management principles to decision making processes • Ensure ET are provided with a quarterly report regarding the status of Council's Strategic, Organisational and Operational Risks • Comply with Council's Risk Management Framework • Provide support and advice in the application and use of the Risk Management Framework • Ensure relevant Risk information for which they are responsible is appropriately reported, recorded escalated and disseminated
Managers	• Apply Risk Management principles to decision making processes • Commitment to and promotion of the Risk Management Framework • Promote a proactive Risk Culture • Ensure that Risk Management is embedded into all business units and activities for which they are responsible • Participate in monitoring and reviewing Council's Strategic, Organisational and

Roles	Responsibilities
	Operational Risks as required - Regularly monitor and review the Risks for which they are responsible at least on a monthly basis - Ensure Workers for whom they are responsible, comply with Council's Risk Management Framework - Empower staff to actively be involved in managing Risk - Provide support and advice to Workers, for whom they are responsible, in the application and use of the Risk Management Framework - Comply with Council's Risk Management Framework - Ensure relevant Risk information for which they are responsible is appropriately reported, recorded, escalated and disseminated
Governance Coordinator (GC)	- Support the DCCS in developing, implementing and communicating Council's Risk Management Framework throughout the organisation to facilitate a consistent approach to Risk Management across Council operations - Maintain this policy to ensure currency, effectiveness and relevance - Maintain Council's Risk Register (excluding the Corrective and Preventative Actions Register within Skytrust) - Provide ET with a quarterly report regarding the status of Council's Strategic, Organisational and Operational Risks in collaboration with Council's WHSRC - Provide support and advice in the application and use of the Risk Management Framework - Support the DCCS in monitoring and reviewing the effectiveness of Council's Risk Management Framework - Apply Risk Management principles to decision making processes - Commitment to and promotion of the Risk Management Framework - Promote a proactive Risk Culture - Support the organisation in monitoring and reviewing Council's Strategic, Organisational and Operational Risks - Provide support and advice in the application and use of the Risk Management Framework - Regularly monitor and review the Risks for which they are responsible - Comply with Council's Risk Management Framework - Ensure relevant Risk information for which they are responsible is appropriately reported, recorded, escalated and disseminated
WHS & Risk Coordinator (WHSRC)	- Support the DCCS in developing, implementing and communicating Council's WHS Risk Management Framework throughout the organisation to facilitate a consistent approach to WHS Risk Management across Council operations - Maintain WHS Risk, hazard management and associated policies, procedures and supporting documentation to ensure currency, effectiveness and relevance - Maintain Council's Corrective and Preventative Actions Register within Skytrust - Provide ET with a quarterly report regarding the status of Council's, Organisational and Operational Risks in collaboration with Council's GC - Provide support and advice in the application and use of the Risk Management Framework

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Roles	Responsibilities
	• Support the DCCS in monitoring and reviewing the effectiveness of Council's Risk Management Framework • Apply Risk Management principles to decision making processes • Commitment to and promotion of the Risk Management Framework • Promote a proactive Risk Culture • Support the organisation in monitoring and reviewing Council's Strategic, Organisational and Operational Risks • Provide support and advice in the application and use of the Risk Management Framework • Regularly monitor and review the Risks for which they are responsible • Comply with Council's Risk Management Framework • Ensure relevant Risk information for which they are responsible is appropriately reported, recorded, escalated and disseminated
Workers	• Comply with Council's Risk Management Framework • Apply Risk Management principles to decision making processes • Identify evaluate, report and manage, or escalate Risk in daily activities and projects and participate in Risk Management • Ensure relevant Risk information is appropriately recorded • Follow any reasonable instruction in relation to the Risk Management Framework • Participate in monitoring and reviewing Council's Organisational and Operational Risks as required • Attend training when required