

POL	ENTERPRISE RISK MANAGEMENT	SC51
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<b>POLICY CODE:</b>	SC51
<b>DIRECTORATE:</b>	Executive Services Department
<b>BUSINESS UNIT:</b>	Executive Support Services
<b>SERVICE UNIT:</b>	Executive Support Services
<b>RESPONSIBLE OFFICER:</b>	Director, Governance & Community Services
<b>FILE NO.:</b>	021/012; 182/001
<b>DATE FIRST ADOPTED:</b>	13 June 2013
<b>DATE LAST REVIEWED:</b>	9 June 2016
<b>ATTACHMENTS:</b>	Yes
<b>DELEGATED AUTHORITY REF.:</b>	N/A
<b>VERSION NO.</b>	3

<b>Dates of Amendments / Reviews:</b>	
DAPPS Meeting:	23 May 2013 28 November 2013 26 May 2016
OCM:	13 June 2013 12 December 2013

## BACKGROUND:

The importance of risk management cannot be understated. Risk management has proven to be an important process which provides a solid foundation for business success and it is being widely applied. So much so that the listing rules established by the ASX require organisations to 'establish a sound system of risk oversight and management and internal control' (ASX Corporate Governance Principles and Recommendations, ASX Corporate Governance Council - Principle 7). Risk Management is a disciplined way of contemplating loss or gain, recovery or survival and of assessing strengths and weaknesses in the construct of the business environment.

A Risk Management (RM) Framework does not in itself, automatically control risk. To successfully integrate Risk Management into the organisation, the framework must support a **commitment to act**. A Risk Management Policy clearly articulates such a commitment and policy development provides the foundations for a robust RM Framework.

## PURPOSE:

This policy, and its associated guideline, seeks to outline:

- the City's approach to risk management;
- responsibilities for managing risk;
- a process to better identify, analyse and control risk; and
- the system for reporting and recording identified risk.

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## **POLICY:**

The aim of this policy is to provide a framework to manage the risks involved in all activities to maximise opportunities and minimise adversity. To this end, the City will implement and maintain procedures to provide the Council with a systematic view of the risks faced in the course of conducting its business. Where appropriate these procedures will be consistent with the relevant Standards including *ISO 31000 Risk Management – Principles & Guidelines* and *AS/NZS 4360:2004 - Risk Management*.

The City acknowledges that:

- (1) Considered and structured risk-taking (at all levels) is an essential ingredient in the successful achievement of the City's mission and strategic objectives. To that end, risk management will be integrated into planning processes and management activities.
- (2) Every staff member of the City should be aware of the need for the effective management of risk in the delivery of each function, service and operation. All staff have a role to play in the identification and management of risks within their area of work or responsibility.
- (3) Whilst Council and the Executive are responsible for the development of risk management plans and the implementation of risk reduction strategies, all staff have a responsibility to actively engage in risk reduction or mitigation.
- (4) The responsibilities of key stakeholders in the implementation of this policy are specified in the [Enterprise Risk Management Guidelines](#).
- (5) Each business unit will develop and maintain risk registers for their normal operations. Risk registers will be also required for special projects or activities outside of the normal operational activities of the Council.
- (6) Risk will be categorized in terms of:
  - Operational risk
  - Project risk
  - Strategic risk
- (7) Risk will be defined in the context of the following:
  1. Council (internal)
    - Employees (attraction and retention)
    - Safety
    - Infrastructure
    - IT / IS
    - Finance
    - Governance
    - Compliance
    - Business Continuity

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- Brand or Reputation

2. Community (external)

- Demographic
- Infrastructure
  - Community
  - Civil
- Lifestyle & Aspiration
  - Health & Wellbeing
- Governance (& Accountability eg transparency)
  - Politics
  - Financial Management
  - Economic Development
- Economic Development
- Natural Environment
- Transport

(8) We will assess the consequence of risk against the following criteria

- OHS/Health/Injury/Wellbeing
- Financial Impact
- Brand/Reputation
- Operation/Service Disruption
- Environmental Health
- Compliance

(9) Operational processes and delegations supporting this policy are specified in the Enterprise Risk Management Guidelines.



# **ENTERPRISE RISK MANAGEMENT**

## **GUIDELINES**

9 June 2016

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## OBJECTIVE

The aim of these guidelines is to provide guidance to users on the operation of the Enterprise Risk Management Policy. The guidelines amplify the policy and outline how to apply risk and the risk management process in order to develop risk registers.

## INTRODUCTION

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Risk is inherent in all administrative and business activities. By accepting the presence of risk in our business we also accept that we have a responsibility to better understand and manage it. Formal and systematic approaches to managing risk have evolved and are now regarded as the foundation of good business. The City acknowledges that the adoption of a strategic and formal approach to risk management will improve decision-making, enhance outcomes and lead to greater accountability.

The aim of risk management is not to eliminate risk, rather to *manage* the risks involved in all of our activities, with the overall goal of maximising opportunities and minimising adversity.

Effective risk management requires:

- A strategic focus;
- Forward thinking and an active approach to leadership and management;
- A whole of organisation approach;
- A balance between the cost of managing risk and the anticipated benefits of the outcome; and
- Contingency planning, such as critical incident management and business continuity planning, in the event that critical threats are realized.

Risk management also provides a framework for setting priorities when there are competing demands on limited resources.

## STRATEGIC ALIGNMENT

*Our Mission is to make the City of Cockburn the most attractive place to live, work and visit in the Perth Metropolitan Area.*

Risk is germane to business and its importance cannot be understated. Risk underpins our actions and activities and assists us achieve our overall objectives. Risk

Management is a disciplined way of contemplating loss or gain, recovery or survival and of assessing strengths and weaknesses in the construct of the business environment. The contemplation of Risk provides a solid foundation with which to deliver service and achieve our aspirational objectives.

A broad commitment to risk management has been identified in the City's Corporate Governance Charter. This Guideline, and the Policy that it supports, will facilitate a more structured approach to identifying and controlling risk.

**Our Risk Appetite:** The City seeks to manage risk carefully, the City's overall risk appetite is 'risk prudent'. The City should accept the taking of controlled risks, the use of innovative approaches and the development of new opportunities to improve service delivery and achieve its objectives provided that the risks are properly identified, evaluated and managed to ensure that exposures are acceptable.

## DEFINITIONS

The key definitions of the Standards, both *ISO 31000 Risk Management – Principles and Guidelines* & *AS/NZS 4360:2004 - Risk Management* that are applicable to this policy are:

*Risk* - The chance of something happening that will have a negative impact on how the City pursues its strategic priorities. Risk is measured in terms of consequences and likelihood.

*Risk appetite* - is the amount of risk to which an organisation is prepared to be exposed to before it judges action to be necessary. Risk appetite may be described using various terms such as extreme/high/substantial/moderate/low or risk averse, risk prudent or risk tolerant. Resources available to control risks are limited and the amount of risk that the City is prepared to accept at any one time will have a limit.

*Operational Risk* – is the risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events.

*Project Risk* - Project and program risk refers to the risks unique to a specific project/program A project/program is a temporary process or endeavour which has a clearly defined start and end time, a structured set of activities and tasks, a budget and a specified business case.

*Strategic Risk* - A strategic risk is a risk that is likely to have a significant impact on the City's ability, as an organisation, to achieve its mission and objectives.

A strategic risk may:

1. Prevent the City from capitalising on its opportunities and strengths
2. Expose its weaknesses, and/or
3. Represent a failure to address threats to the City

Risk Assessment - This is the overall risk management process that includes the following three components:

- Risk Identification – process of finding, recognising and describing risks
- Risk Analysis – Involves developing an understanding of the risk including their causes and sources and the likelihood and consequences should the risk occur
- Risk Evaluation – Assists in making decisions about risk priorities and treatments following the risk analysis.

*Risk Management* - The culture, processes, strategies and structures that are directed towards realising potential opportunities whilst managing adverse effects to our business.

*Risk Management Framework* - The systematic application of policies, procedures and processes to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

*Risk Register* - The documented evidence arising from the application of the risk management process.

*Risk Treatment* - A specific procedure or process developed to mitigate or minimise risk at the operational level.

## **RESPONSIBILITIES FOR RISK MANAGEMENT**

Enterprise Risk Management Policy outlines the general responsibilities for risk management at the City of Cockburn. The following paragraphs provide further direction to key stakeholders in respect of risk management.

### **Audit & Strategic Finance Committee**

The Audit and Strategic Finance Committee on behalf of Council are accountable for strategic monitoring of the risk management process, for reviewing risk management outcomes, and for advising Council as necessary.

### **Chief Executive Officer**

The CEO is accountable for ensuring that a risk management system is established, implemented and maintained in accordance with this policy. Assignment of responsibilities in relation to risk management is the prerogative of the CEO.

The CEO will also:

- Establish and maintain a climate of risk awareness and intelligence,
- Develop and maintain governance mechanisms that effectively monitor risks and their management,

- Ensure managers and staff receive support and training to fulfill their responsibilities,
- Set requirements for risk management.

## **The Executive**

The executive are accountable for risk management within their portfolio responsibilities including the devolution of the risk management process to operational managers.

Collectively the executive is responsible for:

- The formal identification of strategic risks that impact upon the City's ability to meet stated objectives;
- The development of risk management plans for strategic risks within their portfolios.
- Reviewing progress against agreed strategic risk management plans and their communication to the Finance and Audit Committee and to staff.

### *Director - Finance & Corporate Services*

In addition to the functions as a member of the senior leadership team, this officer will be accountable for:

- The City's insurance and financial risks including the insurance portfolio.
- Ensuring that risk management plans are completed for each commercial venture.
- The occupational health and safety and workers compensation portfolio, including operational procedures and their administration.
- Keeping records (insurance policies, insurance values etc)
- Monitoring losses

### *Director – Governance & Community Services*

In addition to the functions as a member of the senior leadership team, this officer will ensure that strategic recommendations (where appropriate) placed before Council contain references to how risk is being addressed specifically in relation to governance and legal risk.

## **Senior Business Management Group (SBMG)**

Senior Business Unit Managers will be accountable for:

- Implementation of the Enterprise Risk Management policy within their areas of responsibility;
- Systematically identify, analyse, evaluate and treat any risk that might impact on stated objectives
- Ensure that risk management practices and treatments are:

- consistent with the organisations requirements,
  - monitored to ensure that management strategies remain effective,
  - commensurate with the level of risk exposure.
- Annual reporting on the status of their area's risk register as part of the annual planning and review cycle
  - Ongoing maintenance of operational risk registers within their area
  - Providing assurance to the Executive regarding the extent of compliance with the Enterprise Risk Management Policy through the annual review process.

### **Governance and Risk Management Coordinator**

Governance and Risk Management Coordinator will be responsible for the continual review of the Risk Management Framework and the corporate reporting regime to ensure risk is given adequate consideration. This officer will be responsible for;

- Driving corporate Risk management throughout the City to ensure that risks that could affect the achievement of the City's objectives are identified, analysed and managed in accordance with professionally recognised best practice standards
- Implementation and ongoing management of a Business Continuity Management programme that brings resilience for the organisation in ensuring the organisation is capable of delivering vital services during periods of unexpected crisis

### **Risk Review Group**

Initially, implementation of risk will be coordinated through an internal risk review group. This steering group will be charged with integrating risk throughout the organisation. It will be a multi-disciplinary team and representative of the 4 divisions of Council. The team will:

- Review and monitor the contents of the policy to ensure it remains contemporary and meets the needs of the organisation.
  - Communicate and consult on the ERM policy within each division.
  - Engage with appropriate staff members in the identification of risk and development of risk registers.
  - Identify, analyse, measure & treat risk
  - Formulate policy relating to the risk management function
- Review Internal Audit Planning

### **All Staff**

All staff have a responsibility for risk management as follows:

- Systematically identify, analyse, evaluate and treat any risk that might impact on stated objectives,

- Maintain an awareness of risks (current and potential) that relate to the area of responsibility,
- Actively support and contribute to risk management initiatives,
- Advise managers of risk issues they believe require attention.

## **RISK MANAGEMENT PROCESS**

The principle objective of RM is to establish a systematic approach to control risk and the subsequent impacts on the business. Considered and structured risk-taking is an essential ingredient in the successful achievement of the City's strategic objectives. To this end, the City has developed these guidelines to provide a systematic overview of the risks faced by the organisation in the course of doing its business. These procedures are consistent with the appropriate Standards, ISO 31000 Risk Management – Principles & Guidelines and *AS/NZS 4360:2004 - Risk Management*. *Figure 1* represents the steps in managing risk articulated in those standards as follows:

### Communication and Consultation

The risk management process is a series of steps that enable risks to be identified, analysed and treated in the context of the environment in which the City operates. Effective internal and external communication should take place throughout the risk management process to ensure that those accountable for implementing risk management and stakeholders understand the basis on which decisions are made.

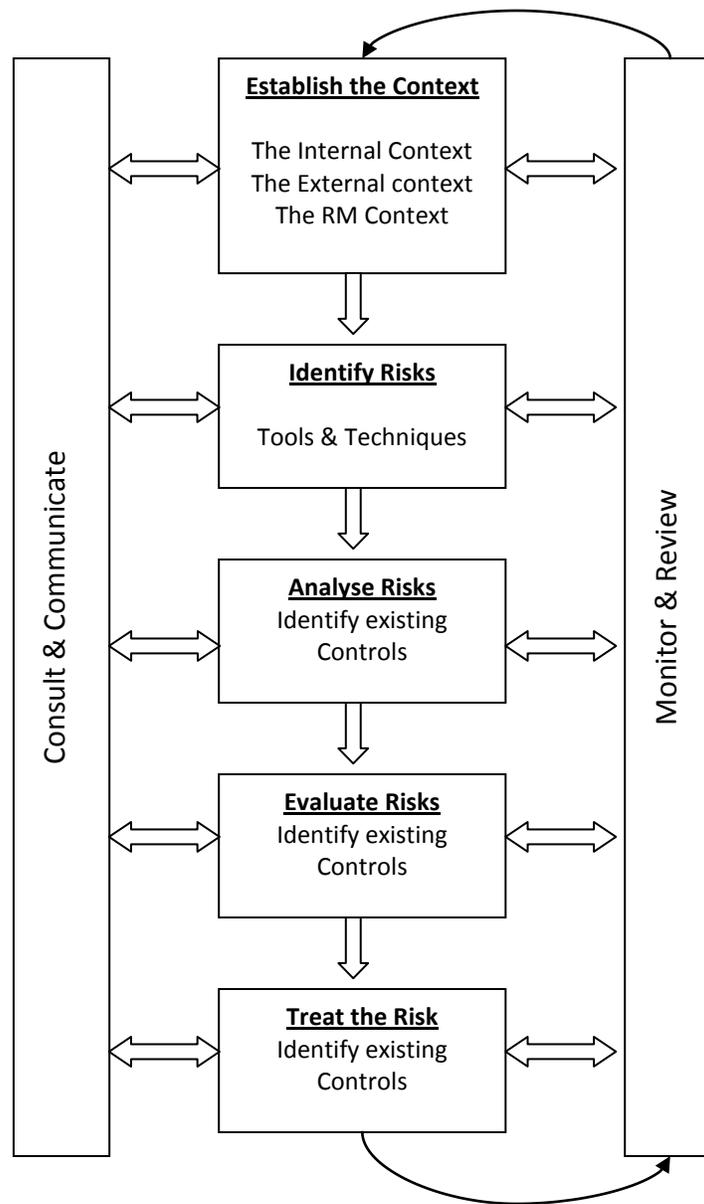


Figure 1 – Risk Management Process

### Step 1 - Establish the context

Identifying risks and their consequences is the first step in the risk management process and is the precursor for the risk assessment. Each risk needs to be categorised for further review. Categorising risks and their consequences will focus risk identification activities and contribute to more effective risk management.

To establish some structure to the risk assessment, this guideline seeks to define the risk both as it relates to the organisation (internal) and to the community (external). The internal risks are specific in nature and are focused on those things that will impact on

the operation of the business. The external risks are more generic and aligned to the strategic intent of the organisation.

The intent will be to categorise risk in terms of operational, financial and strategic risk in the context of these internal and external risk factors and document these within the risk register.

#### Council (internal)

- Employees (attraction and retention)
- Safety
- Infrastructure
- IT / IS (Information)
- Finance
- Governance/Compliance
- Business Sustainability
- Brand or Reputation

#### Community (external)

- Demographic
- Infrastructure
  - Community or Civil
- Lifestyle & Aspiration
  - Health & Wellbeing
  - Safety
- Governance (& Accountability eg transparency)
  - Politics
  - Financial Management
- Economic Development
- Natural Environment
- Transport

In most instances the source of a risk will be under the control of a directorate or division who has direct accountability for an activity. In some instances the risk may be spread across directorates or, shared with an external stakeholder. If this is the case, then the relevant parties should be consulted during the risk assessment process.

### **Step 2 - Identify Risks**

Whilst step 1 has established the context and the broad categories of risk for the organisation, step 2 requires the identification of the risk events that arise and will form the basis of further analysis. Specific risks will be identified under each internal and external category and will be transposed into the risk register.

For example, whilst employees represent a significant risk, risk identification seeks to break down that category to enable better analysis. The risk of not attracting or

retaining qualified staff, the risk of not having staff to process building applications should be considered and documented.

### Step 3 - Analyse Risks

The analysis should consider, for each identified risk, the range of potential consequence and how likely those consequences are to occur in the context of controls that are in place to manage the risk. Consequence and likelihood are combined to produce an estimated level of risk. Risk can be analysed as either inherent (without any treatment) or residual (risk after the application or implementation of any treatment).

*Table 1 provides some descriptors to assist in the determination of the likelihood of an event occurring.*

Level	Likelihood	Description	Probability
1	Rare	May occur only in exceptional circumstances/ may occur once in a period greater than ten years	< 5%
2	Possible	Could occur at some time/ once every ten years	5 - 10%
3	Occasional	Should occur at some time/ at least once every three years	10 - 25%
4	Likely	Will probably occur in most circumstances/will occur once per year	25 - 50%
5	Almost Certain	Expected to occur in most circumstances / more than once per year	> 50%

Table 1 - Likelihood

Table 2 similarly establishes key criteria which will assist in the determination of the consequence of the risk as follows:

- OHS/Health/Injury/Wellbeing
- Financial Impact
- Brand/Reputation
- Operation/Service Disruption
- Environmental Health
- Compliance

<b><u>CONSEQUENCE DEFINITIONS</u></b>					
<b>LEVEL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>DESCRIPTION</b>	<b>Minor</b>	<b>Disruptive</b>	<b>Serious</b>	<b>Critical</b>	<b>Catastrophic</b>
Financial Impact	< \$50K or 5% of OP / little or no impact on asset	\$50K - \$250K or 10% of OP / minor loss or damage to asset	\$250K - \$1M or 25% of OP / major damage to asset	\$1M - \$5M or 25% of OP / significant loss of asset	>\$5M or 50% of OP / complete loss of asset
OHS/Health/Injury/Well-being	No injuries	First aid treatment	Medical treatment	Partial disablement or severe injury	Death or permanent disablement
Brand/Reputation	Low impact Low profile No complaint	Low impact Low profile Low media attention Possible complaint	Moderate impact Moderate media attention Public complaint	Damage to reputation Public embarrassment High media attention Several public complaints Third party legal action	Irreversible damage to reputation Very high level of public embarrassment Very high media attention Many public complaints
Operations/Service Disruption	Little impact Business-as-usual / < 5% variation against PI	Minor impact Easily dealt with Still business-as-usual / 5 - 10% variation against PI	Some objectives affected Can continue as business-as-usual with minor controls executed / 10 - 25% variation against PI	Some of the major objectives cannot be achieved Business can still deliver but not to expected level / 25 - 50% variation against PI	Most objectives cannot be achieved Business will not operate / > 50% variation against PI
Environmental Health	An insignificant <i>environmental event</i> that can be immediately corrected under the control of the City	A minor <i>environmental event</i> that can be corrected through system improvements within the City	A moderate <i>environmental event</i> that can be remediated but requires multiple stakeholder input	A significant <i>environmental event</i> where rehabilitation involves multiple stakeholders and various levels of the community and government	A severe <i>environmental event</i> requiring multiple stakeholders, all levels of the community and government to remediate.
Compliance	Minor breach of policy / process requiring some response with little impact on other criteria	Compliance Breach of policy / process requiring additional work or minimal damage control	Compliance Breach requiring investigation, mediation or restitution and breach of legislation or regulations	Compliance Breach involving external investigation or third party actions resulting in tangible loss or reputation damage to the City and breach of legislation or regulations	Compliance Breach involving regulatory investigation and / or third party actions resulting in tangible loss or significant reputation damage to the organisation and breach of legislation or regulations

Table 2 - Consequence

## Step 4 - Evaluate Risks

To assess the residual risk, it is important to understand the control environment. As such, all controls should be documented. A control can include any process, policy, device, practice, or other action which modify risks. Controls may not always exert the intended or assumed modifying effect. As such they need to be evaluated for their effectiveness. The following Controls Rating Table is to be used to make an assessment of the controls' effectiveness.

### Measures of Existing Controls

Rating	Foreseeable	Description
<b>Effective</b>	There is <u>little</u> scope for improvement.	<ol style="list-style-type: none"> <li>1. Processes (Controls) operating as intended and aligned to Policies / Procedures.</li> <li>2. Subject to ongoing monitoring.</li> <li>3. Reviewed and tested regularly.</li> </ol>
<b>Adequate</b>	There is <u>some</u> scope for improvement.	<ol style="list-style-type: none"> <li>1. Processes (Controls) generally operating as intended, however inadequacies exist.</li> <li>2. Nil or limited monitoring.</li> <li>3. Reviewed and tested, but not regularly.</li> </ol>
<b>Inadequate</b>	There is a <u>need</u> for improvement or action.	<ol style="list-style-type: none"> <li>1. Processes (Controls) not operating as intended.</li> <li>2. Processes (Controls) do not exist, or are not being complied with.</li> <li>3. Have not been reviewed or tested for some time.</li> </ol>

Table 3 – Measures of Effectiveness

The relationship between likelihood and consequence can be used to evaluate the level of risk. Where possible, quantitative data should be used to measure the likelihood and consequence of any identified risks. In most circumstances this may not be possible nor efficient or effective. Therefore a qualitative approach is acceptable. The City's risk management process and the risk register template is based on a qualitative approach. The value of qualitative analysis is enhanced when the assessment of risk is shared across a range of people with differing and diverse backgrounds. One person's risk acceptance may be different from another's and the contribution of many ideas may improve the usefulness of risk management outcomes.

## Step 5 – Quantify Risk

Seeks to quantify risk in the context of all other risks being considered and reviewed. This step facilitates a comparison of estimated risk levels against pre-established criteria. The outcome of the evaluation enables risk to be ranked and prioritized so that the organisation can focus its efforts on treating the higher priority risks.

Table 4 is a risk assessment matrix which enables risk to be ranked in accordance with likelihood and consequence.

	<b>Consequence</b>	Minor	Disruptive	Serious	Critical	Catastrophic
<b>Likelihood</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Rare	<b>1</b>	1	2	3	4	5
Possible	<b>2</b>	2	4	6	8	10
Occasional	<b>3</b>	3	6	9	12	15
Likely	<b>4</b>	4	8	12	16	20
Almost Certain	<b>5</b>	5	10	15	20	25

Table 4 - Risk assessment Matrix

## **Step 6 - Treat Risks**

Once risks and their likelihood and consequence have been identified, assessed and analysed, it is important that they are managed (treated or controlled) so as to keep the overall risk at an acceptable level commensurate with the function, activity or project that is being undertaken. In the same manner that risk likelihood and consequence have been categorised, we can also categorise risk treatment as follows:

- Acceptance
- Avoidance
- Prevention
- Control
- Engineer
- Substitute
- Transfer

It is important to note that risk management options or specific treatments can be applied to either reduce:

- the likelihood of an occurrence;
- the consequence of an occurrence; or
- both the likelihood and consequence of an occurrence.

In establishing risk treatments, it is important that the risk register contains specific, measurable, achievable and timely actions as well as accountability for those actions in line with the delegations specified in Table 4.

## **Step 7 - Monitor & Review**

This is the oversight and review of the risk management process in any given context and any changes that might affect it. Monitoring and reviewing occurs concurrently throughout the risk management process.

What is necessary is a formal process of review and some disciplined oversight with the updating of risk registers. In the absence of a Risk Manager, the Risk Review Group will be charged with the responsibility of contemplating risk and of completing this process.

Risk Level	Code	Delegate	Meaning	Risk Treatment
Low	L	Staff	little or no impact on the achievement of objectives or capability	Accepted without detailed review
Moderate	M	Manager	may impact on the ability of organisation to achieve objectives or may diminish capability	Accepted with review.
Substantial	S	Director	will impact on the ability of organisation to achieve objectives or will diminish capability	Accepted with detailed review and assessment. Action Plan prepared.
High	H	The Executive	Significant impact making it difficult for the organisation to achieve its objectives. Will diminish capability of the organisation.	Mitigate. Risk requires treatment to mitigate impact. Formal assessment and action plan prepared.
Extreme	E	CEO	Significant impact making it unlikely for the organisation to achieve its objectives. Capability of the organisation lost.	Eliminated. Requires treatment to eliminate risk. Formal assessment and action plan prepared.

Table 5 - Risk Treatment

## **Step 8 - Communication & Consultation**

Appropriate communication and consultation with internal and external stakeholders should occur at each stage of the risk management process. This guideline speaks of a Risk Review Group which will be charged with the responsibility of developing risk registers for the organisation. By its multi-disciplinary nature, it will facilitate discussion across the organisation and provide a conduit to improve the risk management process.

### **RISK REGISTERS**

Once the planning context for each risk management process is established (either by a project plan or other source documents) the identification of risks, their analysis and evaluation along with their treatment is to be documented in a risk register. The template for the City's risk registers is attached refer Figure 2.

### **KEY OUTCOMES**

- Risk identification will be integrated into the business and project planning process with the City having an ongoing systematic process for identifying risks.
- Existing systems and procedures to control risks are identified and assessed, critical controls are identified and estimates of likelihood and consequences are based on appropriate information.
- Risks will be evaluated and prioritised using a consistent process with the need for treatment established and prioritised.
- Risk treatment strategies will be developed describing how the treatment options will be implemented.

There is regular monitoring and review of the risk management process to ensure its relevance.

### Risk Register Template

Establish the Context				Identify Risks				Analyse Risks				Evaluate Risks		Treat Risks					Monitor & Review				
Ref No	Level of Context	Org Unit	Risk Owner	Risk Description	Causal Factors	Resulting In	Y /N	Consequence		Likelihood		Level of Risk		Treatment Owner	Risk Treatment (Table 4)	Existing Controls	New Treatment Proposed	Controll Effectiveness	Cost to Implement Treatment & Implementation date	Retained Risk			
								Rating	Description	Rating	Description	Rating	Description							Likelihood	Consequence	Level of Risk	Description
	Operational / Strategic / Project	Responsible B/U	Manager / Position / employee	Describe the risk	A determining or causal element or factor	These are the Consequences of Risk. Refer to Table 2.		Table 1		Table 2		Risk Matrix refer Table 3	Refer Table 4 - Treatment Owner will be responsible for Treating the risk.	What is the risk Treatment?	How is the risk currently being mitigated?	Identify any new or additional controls.	Measures of Existing Controls (Effective/ Adequate/ Inadequate)	\$ to be allocated				What is the risk retained after implementation of the proposed treatment?	
						Financial Input																	
						Brand / Reputation																	
						OHS / Health / Wellbeing																	
						Operations / Service Disruption																	
						Environmental Health																	
						Compliance																	
						Financial Input																	
						Brand / Reputation																	
						OHS / Health / Wellbeing																	
						Operations / Service Disruption																	
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						Compliance																	