



Yarra Ranges Council Risk Management Framework

DRAFT

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Yarra Ranges Vision for the Municipality

The following vision statement has been developed to describe Council's aspirations for the future of the municipality - how we would like Yarra Ranges to be in 2036. It is based on the ideas and feedback of more than 1,000 members of our community, captured in late 2016.

Whether you live here or visit, you will see how much we value our natural beauty, how connected our communities are, and how balanced growth makes this the best place in the world.

Our Strategic Objectives

In delivering on this vision Council has identified five strategic objectives to describe what we are working towards – how we want Yarra Ranges to be in the future. These objectives, and the activities we will complete over the coming four years, have been developed in response to our community's priorities and the big issues facing Yarra Ranges. All activities completed by the organisation contribute to one or more of these objectives.



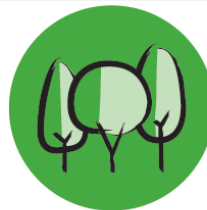
Connected and Healthy Communities

Communities are safe, resilient, healthy, inclusive and socially well connected. Quality services are accessible to everyone.



Quality Infrastructure and Liveable Places

Quality facilities and infrastructure meets current and future needs. Places are well planned and are hubs of activity that foster wellbeing, creativity and innovation.



Protected and Enhanced Natural Environment

A healthier environment for future generations.



Vibrant Economy, Agriculture and Tourism

Our tourism, agriculture, health, manufacturing and other industries are leading and dynamic. Strong investment and attraction underpins sustainable economic growth and job creation.



High Performing Organisation

An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

Yarra Ranges Council acknowledges the Wurundjeri and other Kulin Nations as the Traditional Owners and Custodians of these lands and waterways. We pay our respects to all Elders, past, present, and emerging, who have been, and always will be, integral to the story of our region. We proudly share custodianship to care for Country together.

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1. Introduction

Risks are an everyday occurrence that potentially impact on Yarra Ranges Council's (Council) ability to meet its objectives and obligations to stakeholders, residents, employees, the community, and visitors.

To meet its organisational objectives, Council recognises that risk management is an integral part of good management practice, good governance, and good planning, and is committed to establishing an organisational culture that embeds risk management practices into everything we do.

The purpose of the Risk Management Framework (RMF) is to strengthen Council's Risk Management Policy through clearly mapping the organisation approach to managing operational and strategic risks across Council. This is achieved through embedding a mature risk management culture, a sophisticated risk management system, ensuring accountability at all levels and maintaining appropriate governance structures through, legalisation, policy, and practice.

The Framework is consistent with the *Australian Risk Management Standard ISO 31000:2018 Risk Management – Guidelines*.

2. Definitions

For the purposes of this RMF, and in accordance with ISO 31000 Risk Management Guidelines, 'Risk' is defined as the 'effect of uncertainty on objectives'. This effect of uncertainty can be positive, negative, or both, and can address, create, or result in opportunities and threats. Both action and inaction can pose risks in certain situations. Risk includes strategic risk, operational risk, project risk and emerging risk.

There are a number of activities that are sometimes confused with being a risk. A risk is not:

- An issue – An issue is a current problem or concern influencing objectives. The issue may develop into a risk over time, but not until such time as it is determined that the issue can't be easily managed.
- An incident – An incident is an event or circumstance which could have, or did lead to, unintended and/or unnecessary harm to a person and/or a complaint, loss, or damage. An incident is usually a singular event.
- A hazard – A hazard is anything that has the potential to harm people or property. A risk arises when it is possible that a hazard will actually cause harm.

3. Framework Purpose and Scope

The purpose of the RMF is to add value to Council's risk management and promote integration of risk throughout council systems and processes.

The RMF applies to all departments and personnel throughout Council including Councillors, Council employees, Council volunteers and Council contractors undertaking any function for or on behalf of Council.

4. RMF Integration

Council's risk landscape consists of a broad range of elements, which cascades into the organisation from Council's strategic objectives and operational requirements. Underpinning this landscape is a suite of systems, policies, processes, and tools designed to enable the management of risk through day-to-day business activities.

4.1 Leadership and Commitment

Accountability for risk is promoted through Council, the Chief Executive Officer (CEO), Audit and Risk Management Committee (ARMC), Executive leadership Team (ELT) and the Senior Leadership Group (SLG) and endorsed through the Risk Management Policy, RMF and Risk Appetite Statements.

Staff commitment to risk management is measured through adherence to the RMF and performance reporting through Council's centralised risk management system.

4.2 Risk Culture

Council's risk culture is integrated into the organisational culture and demonstrated through the attitudes, values, and beliefs of individuals and their behaviours. By embedding risk behaviour into process mechanisms and our operating environment, Council can ensure risk behaviours are repeatable, sustainable and have a positive impact to the organisation and the community. This can be evidenced through a range of activities including but not limited to:

- Charters and terms of reference
- Meeting minutes
- Induction, training, and refresher programs
- Position descriptions
- Participation in risk assessments and risk profiling
- Risk Champions Program
- Performance reviews
- Identification of emerging risks
- Internal and external Audit programs
- Risk recording and reporting
- ARMC

4.3 Integration

As an integrated RMF, risk management activities and practices are incorporated into established business processes and programs including strategic planning, performance reporting, business planning, and business as usual activities. These practices work in conjunction with Council's policies, vision, and values.

Figure 1 demonstrates how all Councillors, employees, contractors, and volunteers play a role in embedding risk management with a top-down and bottom-up approach to both communicating and managing risks.

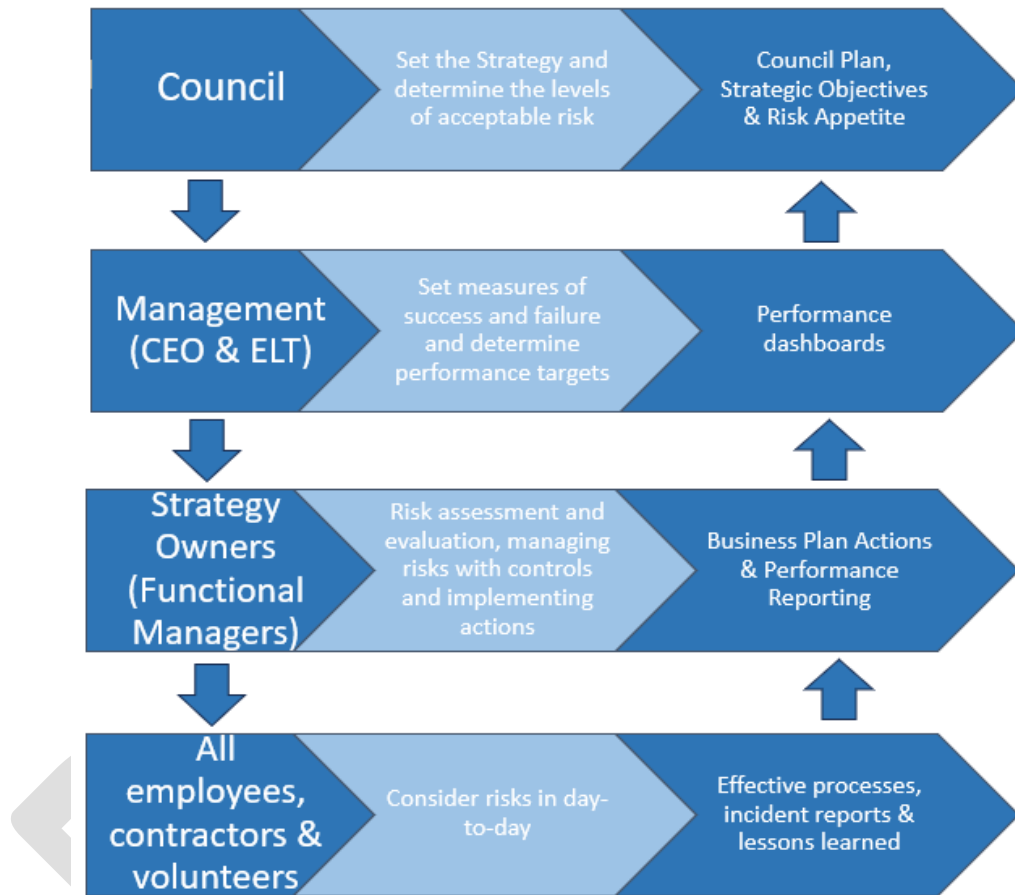


Figure 1 - Embedded Risk Management

4.4 Design and Implementation

The RMF has been designed to align to the needs and operating environment of Council and considers Council's role in the community, its obligations, objectives, and business processes.

The RMF establishes roles and responsibilities to ensure risk management is consistently implemented across the business, adds value, and is subject to continuous improvement. Council operates a 'four lines of defence' model to manage, monitor, and oversee risk. The four lines of defence are:

1. Operational management, Senior Leadership Group (SLG) and Corporate Leadership Team (CLT)

The first line of defence represents the baseline controls, initiates risk mitigation, is responsible for managing the risks and for having in place mechanisms to demonstrate that controls are working effectively (e.g., policies, procedures, guidelines, systems, delegations, training, controls, etc.). Under the first line, operational management has ownership, responsibility, and accountability for directly assessing, controlling, and mitigating risks.

2. Organisational Performance and Integrity Department

The second line of defence represents the monitoring, reviewing, and testing of the effectiveness of the 1st line controls and management of risks (e.g., overseeing committees, controls self-assessment, risk management compliance and review processes). The Organisational Performance and Integrity department has an appropriate level of operational independence and is resourced with a level of capability and capacity fit for Council's needs.

3. Internal Audit

The third line of defence independently evaluates and provides a conclusion on the adequacy and effectiveness of both first- and second-line risk management and control approaches via a risk-based approach. This line provides assurance to the ARMC, ELT, and Department Managers.

4. External Audit and ARMC

The fourth line of defence (i.e., external audit, external regulators, accreditations, external consultants and /or reviews) provides objective and independent assurance to ELT, CEO and Council over the effectiveness of controls, risk management and governance activities.

4.5 Evaluation and Improvement

Risk management governance practices are evaluated through business feedback, reporting activities, business implementation of risk tools, committee and Council reports, and performance management mechanisms.

The RMF and associated components are reviewed on a periodic basis to ensure they remain current, reflect good practices, and are fit for purpose.

5. Risk Sources, Types & Categories

5.1 Risk Sources

Council faces risks from both internal and external sources. Whilst not exclusive, the sources of risk typically have a primary relationship with Council:

- External risks – Develop as a result of the external environment that Council operates in.
- Internal risks – Primarily occur through Council operations and the delivery of services.

5.2 Risk Types

Various types of risks can impact the achievement of long-term goals and the successful execution of projects and initiatives. These risks can be broadly categorised into four main categories:

- **Strategic Risk** - the potential threats or uncertainties that Council faces in achieving its long-term goals and objectives. Arising from factors such as changes in the competitive landscape, alterations in regulations, and other high-level strategic decisions. This type of risk can have a significant impact on the overall direction and success of the council.
- **Operational Risk** - the potential threats or uncertainties associated with the day-to-day activities/services/contracts and processes within Council. It includes the risk of losses or disruptions resulting from inadequate or failed internal processes, systems, people, or external events. Examples of operational risks can include impacts on health, safety, environment, child safety, employee misconduct, fraud, or technology failures, all of which can affect the smooth functioning of Council operations.
- **Emerging Risk** - relatively new potential threats or uncertainties that are evolving, or not well-understood but have the potential to impact Council in the future. These risks may arise from technological advances, social and environmental changes, or shifts in the political and economic landscape. Identifying and managing emerging risks is crucial for councils to adapt to changing circumstances and proactively mitigate potential negative impacts.
- **Project Risk** - the potential threats or uncertainties specific to individual projects or initiatives undertaken by Council. Encompassing potential obstacles that can affect a project's successful completion, including factors like budget overruns, delays, resource constraints, scope changes, and unforeseen events. Project risk management within a council aims to identify, assess, and mitigate these risks to ensure that the project achieves its objectives within the defined constraints.

5.3 Risk Categories

To support trend analysis and the identification and mitigation of relatable risk factors, Council applies a risk categorisation approach which also aligns to the standard Risk Rating Table and Council's Risk Appetite Statements. They are:

- **Assets** - the potential harm or loss associated with physical or intangible assets owned or managed by Council.
- **Business Interruption** - disruptions to normal operations, including IT systems, which can impact Council's service delivery and efficiency.
- **Environment** - the potential environmental impacts or liabilities related to Council's activities or infrastructure.
- **Financial** - the uncertainties that can affect Council's financial health, budget, revenue, and expenditures.
- **Health and Safety (Employees and Community)** – the potential harm to both employees and/or the community due to unsafe practices or conditions.
- **Regulation and Compliance** – risks associated with the failure to adhere to applicable laws, regulations, and policies, which can result in legal penalties and reputational damage.
- **Reputation and Stakeholder Relationships** - involves damage to Council's image and its ability to maintain positive relationships with community members, businesses, and other stakeholders.
- **Opportunities and New Initiatives** – risks associated with the development of activities that are innovative and consider best practices to achieve growth targets or improve efficiency of Council's operational performance.

6. Risk Management Framework Components

6.1 Components working together

Council's Risk Management Framework is made up of a range of components working together as shown in Figure 2 below:

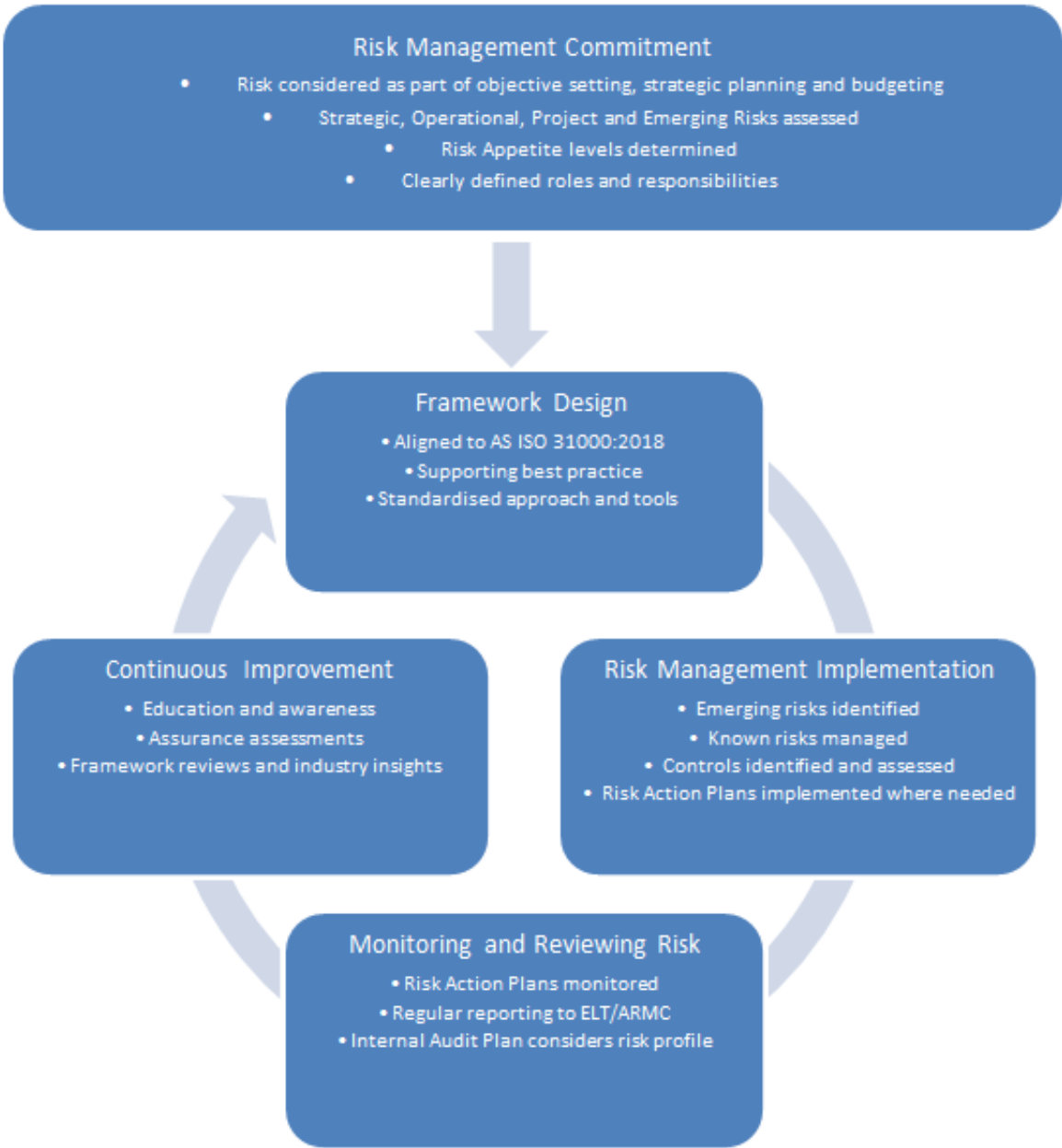


Figure 2 - Components working together

6.2 Risk Assessment

6.2.1 Risk Identification

Council will undertake assessments to identify risk based on the type of risk and business function:

- **Strategic Risk** – Performed annually with Council's ELT and as part of strategic planning activities, with a focus on the Council Plan, vision, and objectives or overarching high-level risks.
- **Operational Risk** (including OH&S, environmental, child safety and fraud risk) – Performed annually as part of business planning activities i.e., at Department level facilitated by Department Managers, or where significant business changes occur, with a focus on everyday business functions and activities.

For day-to-day activities/services/contracts with perceived inherent risk of Extreme or High an individual risk assessment must be undertaken. Risk assessments are considered a living document and as such is to be commenced, updated, and maintained throughout all stages i.e., inception, tender (if applicable), approval, delivery, post-delivery review.

- **Project Risk** – At the establishment of a project with perceived inherent risk of Extreme or High an individual risk assessment must be undertaken. As a living document the risk assessment must be updated and maintained throughout all project stages i.e., inception, approval, delivery, post-delivery review. The risk assessment is to be facilitated/undertaken by the Project Manager and undertaken in accordance with the ePMO.
- **Emerging Risk** – Incorporated in everyday business, identification of emerging risk is the communication and escalation of risks that are not currently captured in the risk profile, but should circumstances occur, may become a risk to Council. These risks may be identified through business functions/areas or through review of insight monitoring or industry reporting.

An annual assessment of Council's Risk Profile will be presented to ELT and ARMC for consideration.

Identified risks must be fully documented, reviewed, and managed by the responsible manager (i.e., the risk owner).

Risk ratings are guided by the Risk Rating and Consequence table contained in the Risk Matrix (Table 3).

6.2.2 Risk Recording and Reporting

Risk assessment details will be recorded in Council's risk management system (RMS). In addition, the RMS will capture details of treatment activities (where applicable) and be used to generate risk reporting as required. The RMS is incorporated within Council's digital YRConnect (TechOne) Corporate Performance Planning system.

Council's RMS provides guidance relating to risk assessment, risk evaluation, risk recording, risk treatment, reporting and oversight. However, it is expected that status of risks (based on the current/residual risk rating) must be reported to ELT at the following frequency indicated below or to the ARMC as requested.

Current risk rating	Reporting frequency to ELT
Extreme	Quarterly
High	Every six months
Medium	Annually
Low	Annually for Strategic N/A for Operational/Project

Table 1 – Risk Reporting to ELT

Under the *Local Government (Planning and Reporting) Regulations 2020*¹, Council is required to generate “six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.”

Council delivers a range of risk reporting as follows:

Reporting task	Frequency	ELT	ARMC	Council
Department Risk Action Plans (at development)	One time	X		
Department Risk Action Plans (progress reports)	Quarterly	X		
Strategic Risk Action Plans review	Annual	X	X	
Strategic Risk Register review	Annual	X	X	X

Table 2 – Risk Reporting Stakeholders

6.2.3 Risk Recording and Reporting

Once a risk has been identified it is important to understand the potential implications, and as such the risk needs to be analysed so a decision can be made whether to accept the risk at its current risk level or apply further treatments.

Risk analysis is the process of assessing the likelihood of the risk occurring with the potential consequences of the risk to determine the risk level. This can be completed by using the Likelihood and Consequence Descriptors in Table 3.

It is important to note when assessing likelihood and consequence, to take a considered approach. That is consider the most plausible outcome (consequence) of the event being analysed. This will help to ensure that only practical controls and risk treatments are implemented.

Based on the likelihood and consequence of the potential risk event we can then assign a risk rating. Using the Risk Matrix below, a risk is classified into four categories (Low, Medium, High, or Extreme) which provides a risk rating score to assess the potential impact. This provides a strong guidance tool that can be used when evaluating whether a risk is acceptable in its current state, or if treatment plans need to be developed to mitigate the risk.

It should be remembered that the Likelihood and Consequence ratings derived for each risk are estimates. It is for this reason that the area conducting the analysis should endeavour to analyse risks in a collaborative manner with personnel from the wider stakeholder community.

RISK MATRIX

Consequence x Likelihood = Risk Rating

Yarra Ranges Council		EXAMPLES OF CONSEQUENCE BY RISK CATEGORY / IMPACT		LIKELIHOOD - Estimated probability of incident occurrence					
				Almost Certain (5) Risk has greater than 75% chance of occurring and/or almost certain to occur within months	Likely (4) Risk has a 50-75% chance of occurring or is likely to occur within one year	Possible (3) Risk has a 25-49% chance of occurring or could occur in the next 1-5 years	Unlikely (2) Risk has less than 24% chance of occurring or may occur in the next 5-10 years	Rare (1) Risk not likely to occur in the next 10+ years	
CONSEQUENCE - The impact of an incident occurring	Category of Risk		Impact						
	Catastrophic (5)	Asset	Building(s) destroyed		Extreme	Extreme	Extreme	High	Medium
		Business Interruption (including IT systems)	Business interruption >1 year & BCP or disaster recovery invoked/IT system down >12 weeks						
		Environment	Uncontrolled spread of toxic pollutants						
		Financial	Financial impact is more than \$50m						
		Health & Safety (Employees and Community)	Fatality or permanent impairment						
		Reputation & Stakeholder Relationship	Community, State Government and media outrage, key relationships irreparably damaged						
	Major (4)	Regulation & Compliance	Council dismissed		Extreme	Extreme	High	High	Medium
		Asset	Building (s) severely damaged						
		Business Interruption (including IT systems)	Business interruption >1month & BCP or disaster recovery invoked / IT system down >2 weeks						
		Environment	Widespread damage to environment						
		Financial	Financial impact more than \$10m up to and including \$50m						
		Health & Safety (Employees and Community)	Injury or illness requires emergency response or hospitalisation						
	Moderate (3)	Reputation & Stakeholder Relationship	Widespread community concern, adverse media coverage and relationships damaged		High	High	High	Medium	Medium
		Regulation & Compliance	Regulatory investigation, legal action, fines or penalties imposed						
		Asset	Building damage is localised						
		Business Interruption (including IT systems)	Business interruption <1 month & BCP or disaster recovery invoked/IT system down >2 days						
		Environment	Damage to environment is broad, but controlled						
		Financial	Financial impact more than \$2m up to and including \$10m						
	Minor (2)	Health & Safety (Employees and Community)	Injury or illness requires medical treatment and sick leave		Medium	Medium	Medium	Low	Low
Reputation & Stakeholder Relationship		Publicised community concern, limited media coverage and relationships noticeably strained							
Regulation & Compliance		Reportable breaches and regulatory attention of Council							
Asset		Asset or building damage is limited							
Business Interruption (including IT systems)		Business interruption up to a week & BCP or disaster recovery not invoked/IT system down<2 days							
Environment		Damage to environment is localised and contained							
Insignificant (1)	Financial	Financial impact more than \$100k up to and including \$2m		Medium	Low	Low	Low	Low	
	Health & Safety (Employees and Community)	Injury or illness requires minor medical treatment or limited sick leave							
	Reputation & Stakeholder Relationship	Community concern is voiced locally, but key relationships are not impaired							
	Regulation & Compliance	Internal policy breaches by multiple staff members, but no reportable breaches							
	Asset	Asset damage is negligible							
	Business Interruption (including IT systems)	Business and system interruption is negligible / BCP or disaster recovery not invoked							
Environment	Damage to environment is minimal or tightly contained								
Financial	Financial impact up to and including \$100k								
Health & Safety (Employees and Community)	Insignificant injury with no medical treatment or sick leave								
Reputation & Stakeholder Relationship	Negligible community concern or impact to public image								
Regulation & Compliance	Minor breach of internal policy by individual staff members with no regulatory impact								

Table 3 – Yarra Ranges Council’s Risk Matrix

6.2.4 Risk Appetite

Risk Appetite is the amount of risk that Council is prepared to take or accept, in pursuit of its strategic objectives. It reflects the vision of Council for managing risk in relation to the community and the provision of services.

As Risk Appetite is affected by the internal and external environment, the Risk Appetite Statements will be reviewed by Council at least biennially and following significant changes to the internal or external operating environments. The refreshed Risk Appetite Statements will undergo scrutiny and review of the ARMC.

The following qualitative statements are reflective of the risk categories noted in the framework, however, some minor wording has been amended to better reflect the strategic objectives of Council and intent of the Risk Appetite ratings.

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Risk Category	Descriptor	Risk Appetite			
		Low	Medium	High	Extreme
Assets	Activities or decisions that may cause potential harm or loss associated with physical or intangible assets owned or managed by Council.	←→			
Health & Safety (Employees & Community)	Activities or decisions that may cause potential harm to both employees and/or the community due to unsafe practices or conditions.	←→			
Regulation & Compliance	Activities or decisions which fail to adhere to applicable laws, regulations, and policies, which can result in legal penalties and reputational damage. This may include activities or decisions that expose the business to fraudulent or corrupt conduct or activities.	←→			
Business Interruption	Activities or decisions that may cause disruptions to normal operations, including IT systems, which can impact Council's service delivery and efficiency.	←→	→		
Environment	Activities or decisions that may cause potential environmental impacts or liabilities related to Council's activities or infrastructure.	←→	→		
Financial	Activities or decisions where the uncertainties can affect Council's financial health, budget, revenue, and expenditures.	←→	→		
Reputation & Stakeholder Relationships	Activities or decisions that involves damage to Council's image and its ability to maintain positive relationships with community members, businesses, and other stakeholders. This may include activities or decisions that provide for improved and innovative delivery of services and infrastructure for the community.	←→	→		
Opportunities and new initiatives	Activities or decisions that are innovative and consider best practices to achieve growth targets or improve efficiency of Council's operational performance.	←→	→	→	

Table 4 – Risk Appetite

6.2.5 Risk Evaluation

Risk evaluation uses the information obtained during the risk identification phase to make decisions if the risk will be acceptable in its current state or whether further actions/treatments are needed to mitigate the risk.

Decisions regarding what actions need to be implemented and the priority of those actions will also need to be established. The effectiveness of existing controls is also considered at this point and these findings also play a part when determining what actions are needed.

Monitoring of these actions will be undertaken in accordance with 6.2.2 *Risk Recording and Reporting*.

Risk Type	Risk Assessment Result	Risk Rating	Risk Management Approach
Strategic Risks	Within Appetite & Outside Appetite	All	<ul style="list-style-type: none"> Improvements for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC. Consideration of inclusion within Audits
Operational Risks	Within Appetite	Extreme	<ul style="list-style-type: none"> Improvements for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC. Consideration of inclusion within Audits
		High	<ul style="list-style-type: none"> Manager to monitor improvements. Managed by routine procedures and practices embedded into place and methods of work (documented where considered necessary).
		Medium	<ul style="list-style-type: none"> Where possible avoid the risk or remove the risk source. Improvement for risks to be identified. CEO, Director, and Manager to monitor improvements.
		Low	<ul style="list-style-type: none"> Oversight and monitoring by ELT and review by ARMC Audits
	Outside Appetite	Extreme	<ul style="list-style-type: none"> Improvement for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC
		High	<ul style="list-style-type: none"> Improvement for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC
		Medium	<ul style="list-style-type: none"> Improvement for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC
		Low	<ul style="list-style-type: none"> Improvement for risks to be identified. Director and Manager to monitor improvements. Oversight and monitoring by ELT and review by ARMC

Table 5 – Risk Evaluation

7. Roles and Responsibilities

Risk is considered in the development of policies such as procurement, conflict of interest, fraud control and business continuity planning, and through processes such as accounts receivable and payable. Risk awareness is also embedded through other mechanisms including financial delegations, position descriptions, and performance and development plans and formal and informal training.

Roles and responsibilities for the management of risk are detailed below. In addition, responsibilities are also included in relevant charters and position descriptions as appropriate.

Position	Accountability
Council	<ul style="list-style-type: none"> • Approve the Council Plan and objectives • Approve the Risk Management Policy, inclusive of the Risk Appetite Statements • Approve the annual budget including funding for risk mitigation and management activities • Model appropriate risk management expectations • Approve Risk Appetite Statements
Audit & Risk Management Committee (ARMC)	<ul style="list-style-type: none"> • Review and monitor changes to the Risk Management Framework as appropriate • Review and monitor Risk Action Plans for Strategic Risks and other risks with a current risk rating of High or Extreme • Independent review and monitoring of Council's risk management and control activities and performance • Review and monitor risk appetite statements • Review and monitor changes to risk levels because of internal audit findings and actions • Review and monitor justification and decisions associated with risk action plans • Review and monitor Council's risk profile to ensure that systems and processes are in place to mitigate and/or manage material risks.
Internal Audit	<ul style="list-style-type: none"> • Provide risk assurance to the CEO and ARMC through the execution of the risk-based internal audit plan.
Chief Executive Officer (CEO)	<ul style="list-style-type: none"> • Ensure risk is managed across council and assume ultimate accountability for risk management • Demonstrate Council's commitment to a safe workplace and a risk aware culture • Ensure appropriate delegations for risk management functions • Lead and champion Council's commitment to managing risk in all areas of Council operations including strategic, operational and project activities • Ensure risk management strategies are embedded in council planning, budgeting, and financial processes • Monitor and evaluate performance of members of ELT in relation to risk management in their directorates • Ensure resources for risk management activities are adequate for Council purposes. • Ensure Director's position descriptions contain appropriate risk management responsibilities and measures.

Position	Accountability
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> • Lead and demonstrate Council’s commitment to managing risk in all areas of Council operations including strategic, operational and project activities • Endorse the Risk Management Framework and its implementation across Council • Oversight of risk management across Council • Ensure the provision of education and awareness for managers and employees • Review justification for risk action plans and decide to accept or undertake further work as required.
Directors	<ul style="list-style-type: none"> • Ensure that effective risk management processes are integrated with Directorate planning and budgetary processes • Monitor, evaluate and report the performance of Directorate risk management activities • Ensure adequate budget provision and resources to implement risk management measures in the Directorate • Model appropriate tone and expectations for risk management • Ensure project plans include appropriate risk management assessments and budget provision for risk management measures • Identify, manage and report strategic and operational risks within their directorate (including shared risks) • Ensure all Manager position descriptions contain appropriate risk management responsibilities, accountabilities, and measures • Review risk registers and risk action plans developed by managers within their directorate.
Senior Leadership Group (SLG) and Corporate Leadership Team (CLT)	<ul style="list-style-type: none"> • Identify required budget provisions and resources to implement risk management measures within the department and advise the relevant Director • Identify, assess, control and report operational risks within the department (including any shared risks) • Monitor the operational effectiveness of department controls • Develop and implement Department and Business Unit Risk Action Plans for risks and controls to ensure all risks and controls are at acceptable risk levels • Provide justification to ELT and ARMC when acceptable risk levels cannot be achieved • Model appropriate risk management expectations • Report progress of risk action plans to ELT and ARMC through established business performance reporting • Ensure all staff position descriptions contain appropriate risk management responsibilities and measures • Ensure the provision of training for staff • Ensure that all staff understand they are responsible for risk management and comply with Council policies and procedures.
Organisational Performance and Integrity Department (Manager, Executive	<ul style="list-style-type: none"> • Develop, implement, and maintain Council’s Risk Management Policy and Framework, including the Risk Matrix

Position	Accountability
Officers and Coordinators)	<ul style="list-style-type: none"> • Provide regular reporting on Council's risk management performance, risk issues and the actions to mitigate and manage risks • Provide guidance, training, and advice across the organisation in relation to the management of risk • Facilitate risk profiling activities as required • Review business unit risk registers and risk action plans and provide reports to ELT and ARMC as required • Review sources of risk to ensure Council's risks are accurately reflected and consider emerging risks • Maintain risk management tools including the risk register, risk action plans and risk management system • Manage Council's insurance portfolio to ensure that (where possible) risks are appropriately transferred • Lead the Risk & Infringements team and ensure resources are appropriately skilled • Undertake research to identify industry risks and trends and incorporate into the Risk Management Framework as appropriate.
Contract Managers	<ul style="list-style-type: none"> • Facilitate/undertake the documented risk assessment for contracts with perceived inherent risk of Extreme or High at all stages of the contract i.e., inception, tender, approval, delivery, post contract review.
Project Managers	<ul style="list-style-type: none"> • Facilitate/undertake the documented risk assessment for projects with perceived inherent risk of Extreme or High at all stages of the project i.e., inception, tender, approval, delivery, post project review.
Council employees, Council volunteers and Council contractors	<ul style="list-style-type: none"> • Contribute to the maintenance of a safe workplace • Assist in the identification of risks and the development of treatment plans • Undertake work in accordance with risk mitigation and control strategies identified • Attend and actively participate in risk awareness training sessions • Personally comply with Council's risk management practices including identification of potential or emerging risks in accordance with relevant procedures • Escalate risk and control issues in a timely manner.

Table 6 – Risk Accountability

8. Support Materials

- Yarra Ranges Council Risk Management Policy
- Yarra Ranges Council Risk Assessment Template
- Yarra Ranges Case Studies and Examples

9. Training and awareness

Risk management training is a critical aspect of risk management and mainlining and risk mature culture. Training will be delivered through a variety of platforms in an ongoing and as-needed basis.

10. Administration

From time to time, circumstances may require minor administrative or inconsequential amendments to be made to this document. Where such an amendment does not materially alter the RMF, this may be made administratively with the approval of the Manager Organisational Performance and Integrity without the need to be approved by ELT. Adjustments made to Risk Appetite will require Council endorsement.