

Risk Management Policy

Department/Unit	Governance & Risk	First Implemented	25 June 2019	Review Date	<u>December 2029</u>
Origin	<u>Manager People, Communications & Governance</u>	Reviewed	<u>July 2025</u>	Version	<u>3</u>
Authorising Officer	Endorsement by Council	Effective From	<u>16 December 2025</u>	<u>Records Reference</u>	E6104

- Deleted: November 2027
- Deleted: October 2023
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- Deleted: Coordinator Governance & Risk
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- Deleted: 28 November 2023

Purpose/Objective

The purpose of this policy is to outline Mansfield Shire Council's (Council) commitment to risk management and overall intention and direction in relation to strategic, operational and project risks that have an impact on the achievement of Council's objectives.

- Deleted: risk management
- Deleted: This document is intended to provide direction to staff in the management, identification, assessment and report of risk.

This policy provides the overarching principles for Council's Risk Management Framework which includes the Risk Management Plan and Audit and Risk Committee. The Framework will enable a formal, structured approach to risk management consistent with the principles of AS ISO31000:2018 Risk Management – Guidelines.

Policy Statement

Council is committed to the process of identifying, quantifying and managing risk to maximise opportunities and minimise adverse outcomes on the objectives of the Council. In doing this, Council will:

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- ▶ Consider risks associated with achieving Council's objectives in accordance with the Council's risk appetite.
- ▶ Ensure the criteria to be used for risk assessments are those detailed in the Risk Management Plan.
- ▶ Ensure accountability for activities within Council's Risk Management Plan is allocated to those with the levels of authority necessary.
- ▶ Develop and maintain a Strategic and Operational Risk Register.
- ▶ Provide opportunities for training for employees with roles and responsibilities within the Risk Management Framework.

- ▶ [Undertake reporting on risks in accordance with the Risk Management Plan.](#)
- ▶ [Ensure all adjustments to the Risk Register, including addition of risks, removal of risks and/or changes to risk level are undertaken in accordance with the Risk Management Framework.](#)

Scope

This policy applies to all [service and functional areas of Council operations and is to be understood and implemented by all](#) employees, Councillors, contractors, consultants, volunteers and other authorised personnel [undertaking any function for or on behalf of Council. Risk management is not a stand-alone function and all parties have a responsibility to manage and mitigate risk. It is an integral part of all organisational processes, including strategic planning, project and change management process.](#)

Deleted: Risks are categorised as either strategic, operational or project based – where the 'Risk' is defined in terms of the **effect of uncertainty on objectives:** ¶
 Strategic – the effect on Council's Strategic objectives; ¶
 Operational – the effect on departmental business plans/objectives; ¶
 Project – the effect on specific project objectives. ¶
 There are nine areas identified where Council objectives may be impacted: ¶
Risk Category ...
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Definitions

Term	Definition
Risk	Effect of uncertainty on objectives.
Risk Assessment	Process of identification, analysis and evaluation of risk.
Risk Management	Coordinated activities to direct and control an organisation with regard to risk.
Risk Management Framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Risk Management Process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

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Responsibilities

Overall responsibility for the application of this Policy is held by the Chief Executive Officer.

[The following is a broad overview of the roles and responsibilities as they relate to this policy. The full list of roles and responsibilities relating to the management of risks are detailed within Council's Risk Management Plan.](#)

Position	Responsibility
Councillors	Reviewing and adopting the Risk Management Policy and Risk Management Plan and applying risk management principles.

Deleted: The Coordinator Governance & Risk is the owner of this policy. Any reviews of this Policy must be made in consultation with the Coordinator Governance & Risk. ¶
 In general, the areas of responsibility for risks are as follows:

Deleted: Councillors are responsible for budgets, projects and goals for the organisation. Councillors should be aware of the risks associated with the decisions they make. Councillors have an impact on how ratepayers perceive the organisation and its effectiveness.

Position	Responsibility
Audit & Risk Committee	The Audit Committee is responsible for oversight of the risk management process across Council <u>including monitoring the implementation and effectiveness of the Risk Management Framework.</u>
Internal Audit	Evaluate, test and report on the design and effectiveness of internal controls in place to manage the key risks of Council.
CEO (Chief Executive Officer)	<u>Promoting a strong risk management culture across the organisation and ensuring a Risk Management Framework is in operation.</u>
Managers	The Manager of each department is the risk owner for strategic, operational and project risks within their department's control.
Governance & Risk Department	<u>Coordinating the review of the Risk Management Framework, providing risk related support and advice to the organisation and management of the Risk Register.</u>
OHS Officer	<u>Responsible for maintaining the OHS framework, overseeing coordination of the OHS Committee and maintaining incident and hazard registers.</u>
Employees, Contractors and Volunteers	Understand and observe Council's Risk Management Framework. <u>Monitor and manage risk as appropriate to their role and participate in any consultative process.</u>

Deleted: Internal Audit provides an independent review function to Council. Internal Audit, in accordance with the Internal Audit Strategy approved by the Audit & Risk Committee,

Deleted: The CEO is ultimately responsible for risk management of the organisation and is the risk owner of Council's strategic risks. The success or otherwise of managing risk will be influenced by how well the principles are embedded in all levels of management and the organisation. The CEO is the link between Councillors and Officers.

Deleted: Coordinator

Deleted: Responsible for

Deleted: to risk owners, training

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Deleted: Reviews the framework in conjunction with the organisation to allow for continuous improvement of the framework. This is done as required and as each four-year Council Plan is developed.

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Deleted: Responsible for ensuring all relevant staff have completed OHS induction and subsequent training where required.

Deleted: Coordinators, Team Leaders and Supervisor

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Deleted: and actively put forward both positive and negative risks/solutions/controls for their area of expertise.

Deleted: Contractors

Deleted: Occupational Health and Safety Policy

References / Related Policies

- ▶ AS/NZS ISO 31000:2018 Risk Management – Guidelines
- ▶ Mansfield Shire Council Plan 2021 – 2025
- ▶ Mansfield Shire Council [Risk Management Plan](#)
- ▶ [Mansfield Shire Council Audit and Risk Committee Charter](#)
- ▶ Mansfield Shire Council Risk Register
- ▶ [Mansfield Shire Council Fraud and Corruption Control Policy](#)

Gender Impact Assessment

The Risk Management Policy has considered the Gender Equality Act 2020 in its preparation but is not relevant to its content. The Risk Management Policy has been assessed as not requiring a Gender Impact Assessment (GIA).

Implementation

This Policy is effective from 16 December 2025.

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Review Date

This Policy is to be reviewed by December 2029.

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Authorisation to Implement Policy

Signed: _____ Witnessed: _____
Councillor Chief Executive Officer

Approval dated: 16 December 2025

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Mansfield Shire Council reserves the right to review, vary or revoke this Policy at any time