Enterprise Risk
Management Strategy

GEORGES RIVER COUNCIL

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INTRODUCTION AND STRATEGIC CONTEXT

Council recognises that risk exists in all aspects of its operations. It takes seriously the impact of risk on business continuity and service delivery, and is committed to an approach that embraces a strong risk management culture and fulfils Council's duty to provide a safe environment.

The General Manager, Directors and Managers of Georges River Council are committed to the pro-active management of all risks in a systemic way. This Risk Management Strategy sets out Georges River Council's response to strategic risks, which are those things that can inhibit our organisations ability to achieve our strategic objectives.

The effective implementation of this strategy will ensure that Council has the capability to minimise the risk to services and maximise our capacity to achieve our strategic goals. It is recognised that, to be effective, risk management must become part of Council's integrated corporate strategy, and business plans and everyday activities rather than operating in isolation. Building a culture of risk management engagement ensures that it becomes the responsibility of every Council Official.

Figure 1 illustrates the relationship between business objectives, the Georges River Council risk categories and the risk operating model.

Business Objectives

Knowledge
Technology
Reputation
Political

Risk Categories

Governance
Legal / Regulatory
City Resilience
Workforce
Financial

Governance & Oversight
Risk Culture
Management Processes

Operating Model

Policies & Standards
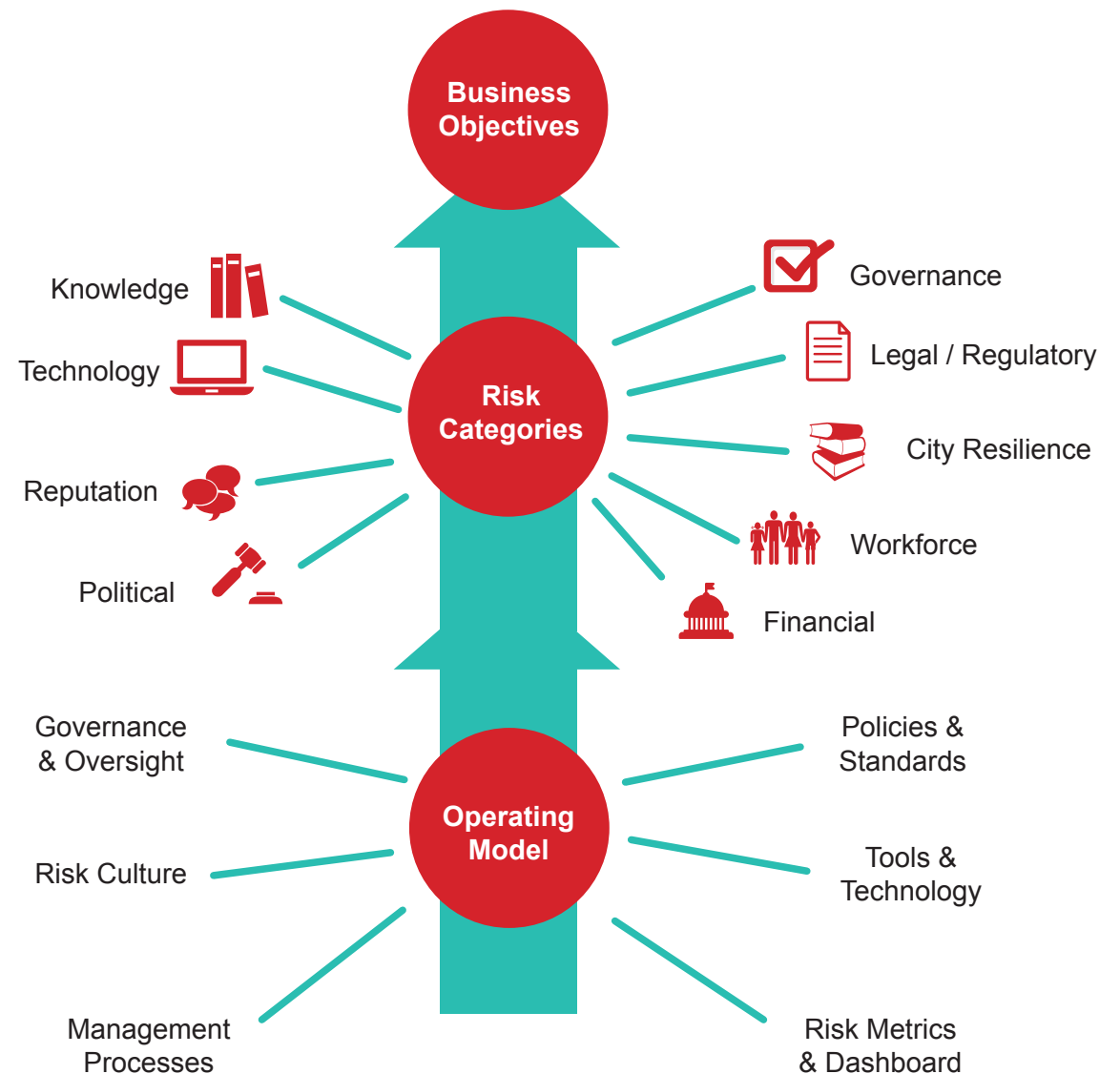Tools & Technology
Risk Metrics & Dashboard

Figure 1: Enterprise Risk Management Model

There are three levels of responsibility with respect to risk management, as depicted in the figure 2 (below).

At the apex lies the responsibility for risk governance, including strategic guidance and risk oversight, which rests with Council. In the middle is the responsibility for risk infrastructure and management, including designing, implementing and maintaining an effective risk program, led by Council's Executive Team and supported by the Governance and Risk Team. At the base lies the responsibility for risk ownership, including identifying, measuring, monitoring and reporting on specific risks as developed by the business units and supported by the Governance and Risk Team.
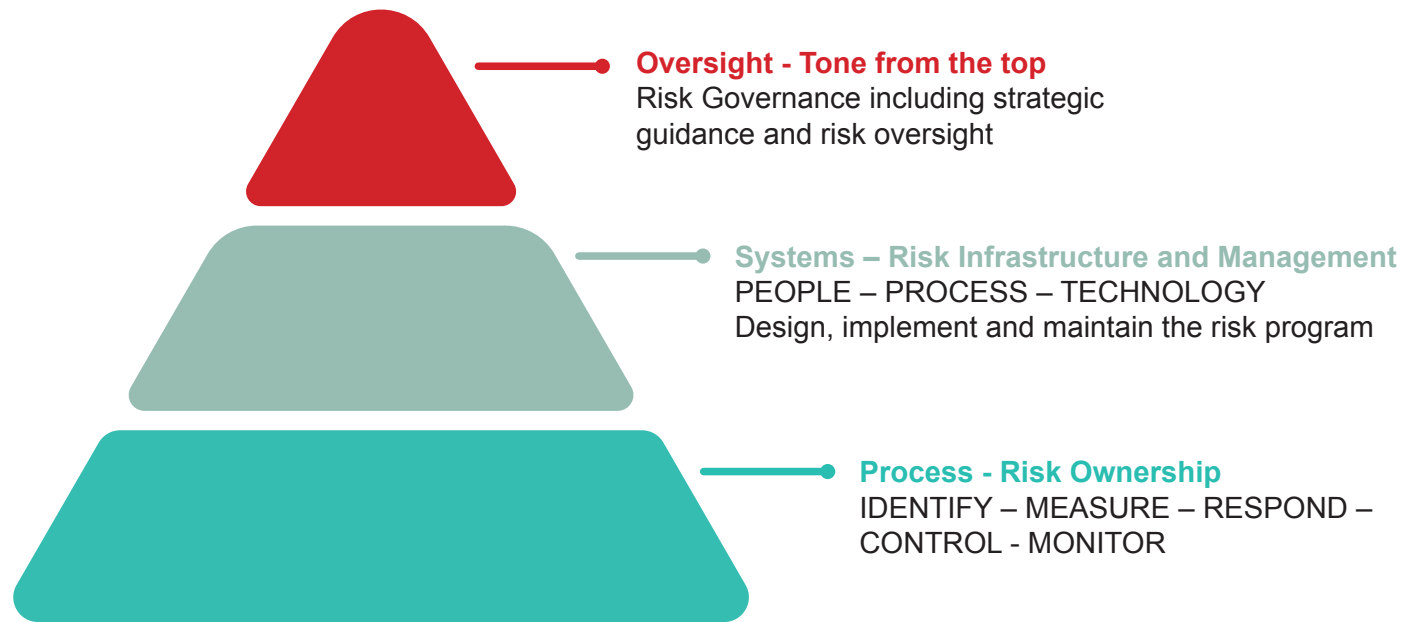

Oversight - Tone from the top
Risk Governance including strategic guidance and risk oversight

Systems – Risk Infrastructure and Management
PEOPLE – PROCESS – TECHNOLOGY
Design, implement and maintain the risk program

Process - Risk Ownership
IDENTIFY – MEASURE – RESPOND – CONTROL - MONITOR

Figure 2: Responsibilities of Risk Management

RELATED DOCUMENTS

AS/NZS ISO 31000:2009 Risk Management

NSW Work Health & Safety Act 2011 and Regulations

Local Government Act 1993 and Regulations (General) 2005

Georges River Council Risk Management Policy

Georges River Council WHS Strategy

2. STRATEGIC FRAMEWORK

Council's risk management framework is founded on principles which are current industry best practice; in particular it draws influence from the Australian and New Zealand ISO Standard on Risk Management (AS/NZ ISO 31000:2009) (the Standard).

Council's risk management framework provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

The four elements of the Executive endorsed Risk Management Framework are defined in table 1.

Document	Description	Owner
Georges River Council Risk Policy	Sets the current position of Council in relation to ERM and includes risk appetite statements.	Whole of Council
Georges River Council Enterprise Risk Management Strategy	Sets the framework, guidelines and procedures for dealing with risk. Includes a register of the 9 enterprise risks categories and Council's response to these.	Executive
Business Unit Risk Registers	Business Unit risk and mitigation measures. Developed by Business Unit Managers.	Managers
Guidelines and Procedures	Specific guidelines and procedures on how to assess and mitigate risk.	Managers, Transformation & Change

3. EMBEDDING THE FRAMEWORK INTO OUR CULTURE

Important risk management processes and activities will be documented throughout Council. Documentation is important as it:

- Gives integrity to the process and is an important part of good corporate governance
- Provides an audit trail and evidence of a structured approach to risk identification and analysis
- Provides a record of decisions made which can be used and reviewed in the future
- Provides a record of risk profiles for Council to continuously monitor.

Key documents will include:

- Risk Management Policy
- Enterprise Risk Management Strategy
- Risk Register
- Risk Treatment Plans

Risk documentation including risk registers, written/formal risk assessments, risk/control audits, self-assessments will be maintained in Council's risk management system and Council's Enterprise Document Management System, and updated according to the timeframes specified in table 3.

Position	Responsibility
Council	• Foster a risk intelligent culture • Consider risk management issues contained in Council reports • Adopt this Risk Management Strategy
General Manager & Executive Team	• Report known potential risks, emerging risks or major incidents to Council in a timely manner • Evaluate current and proposed controls against Council's risk appetite • Ensure risk management activities align to Council's vision and objectives • Assist in development of risk policy, appetite statements & strategy
Audit, Risk and Improvement Committee	• Ratify key components of the ERM program • Review and provide input into the Enterprise Risk Assessments • Ensure Council strategic risk direction is aligned with industry best practice standards
Manager Governance & Risk	• Ensure the effective implementation and training for staff in a risk management system • Develop and implement a training programe for staff in risk management • Aggregate and report quarterly on risks • Monitor risk registers & risk treatment plans • Manage Council insurance policies & claims, to ensure that Council has adequate cover
Managers	• Develop of Risk registers • Consider risk in all actions within their area of responsibility • Ensure that staff are aware of and adhere to the policy and risk management framework
Council Officials	• Identification and communication of risk within their areas of responsibility

These records may be called upon:
- In the management of ongoing treatments
- As evidence in incident investigations
- In dealing with insurance matters
- During other inquiries
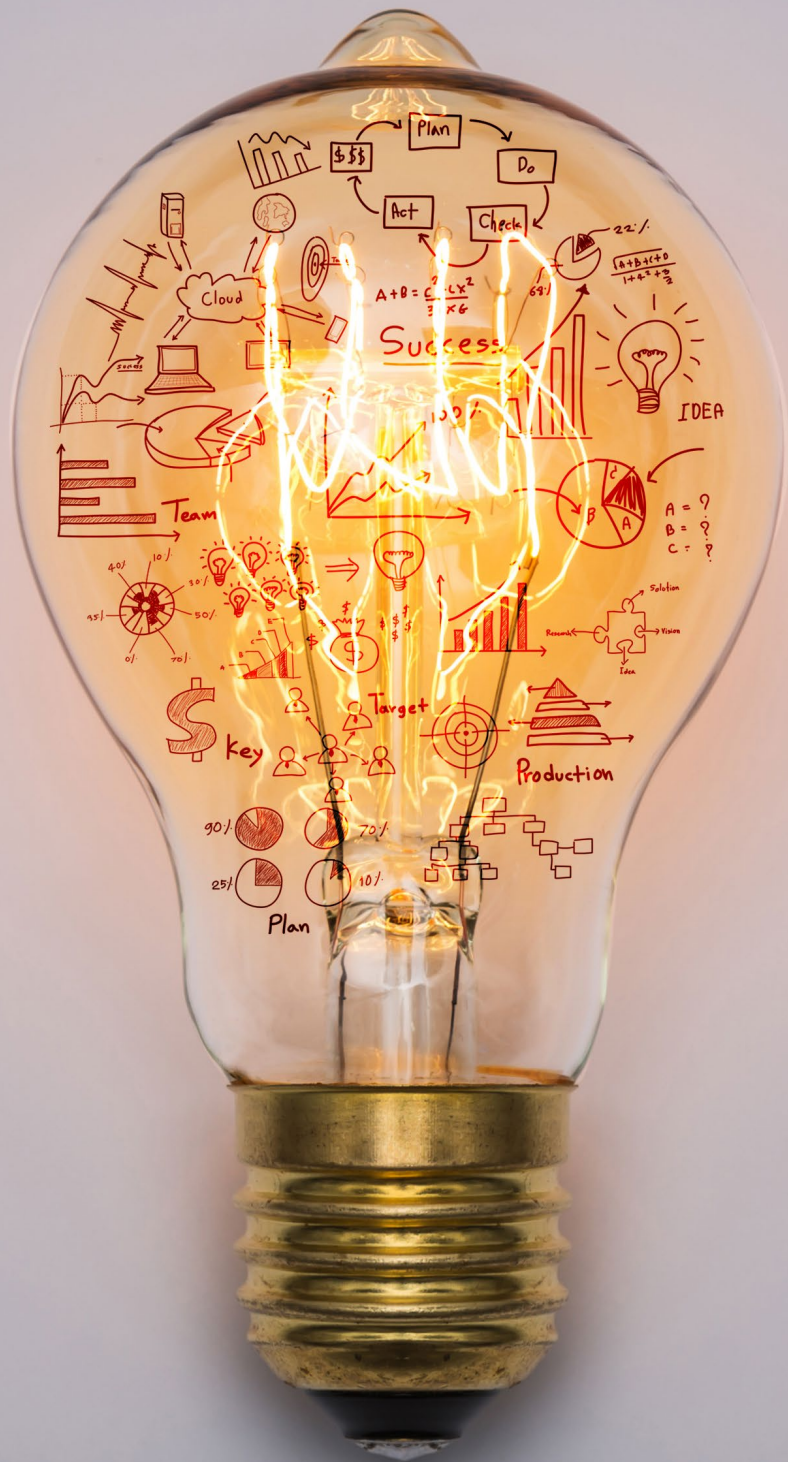- For audit purposes.

Risk management records should be reviewed:
- On handover of responsibilities between managers
- On assumption of responsibility for a project or program
- Regularly to match reporting requirements, and
- Whenever operating parameters are subject to major change.

Table 3: Risk management activities, reporting and review

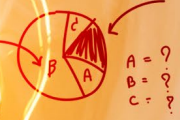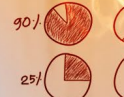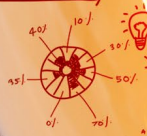| Action	Description	Responsibility	Timing
Risk Management Policy	Review the currency and effectiveness	Manager Governance & Risk, requires Council adoption	Every 4 years unless significant changes
Enterprise Risk Management Strategy	Review the currency and effectiveness	Manager Governance & Risk, endorsed by Executive Team and review by Audit, Risk and Improvement Committee (ARIC)	Annually, and after significant change
Risk Management Framework	Review the currency and effectiveness	Manager Governance & Risk, endorsed by Executive Team and review by ARIC	Annually
Risk Registers	Review risks and controls contained in Council's risk register and identify new or emerging risks	Business Unit Managers and supported by Manager Governance & Risk	Quarterly in conjunction with Operational plan Review Process
Risk Treatment Plans (RTP)	Review & Ensure that actions required by RTP are incorporated into the Operational plan	Business Unit Manager, coordinated by Manager Governance and Risk	Quarterly in conjunction with Operational plan Review Process
Risk assessments for major projects/ initiatives	Conduct risk assessments as required for major new or altered activities, processes or events	Relevant Manager/ Risk Owner (Manager Governance & Risk to assist)	Prior to deciding to proceed with new project/ initiative
Risk Status Report	Identify and review, by exception, any risk issues arising from the Quarterly risk register review and the current status of key risks, RTPs, incidents and other relevant issues	Manager Governance & Risk, reported to Executive Team and ARIC	Quarterly
Annual Report	Detail risk management activities undertaken during the year & any relevant risk issues.	Manager Governance & Risk	Annually
Integrated planning documents	Identify key risks that may impact on objectives including strategies & controls in place (or proposed) to manage those risks.	Managers/ Risk Owners (overseen by Manager Governance & Risk)	Annually
Training	Ensure risk owners and other staff are aware of the risk management process and their obligations	Manager Governance and Risk	Refresher for all Managers and Risk Owners every four years. Introduction for all new staff at induction

4. THE RISK MANAGEMENT PROCESS

Council will utilise the A&NZ Risk Management Standard AS/NZS ISO 31000:2009 to manage risks. This is a structured and proactive approach that can be applied organisation-wide to support management of strategic and/or operational risks.

1 ESTABLISH CONTEXT
- Enterprise Strategic Risks
- Enterprise Risk Management Strategy
- Risk Management Policy

2 RISK IDENTIFICATION
- Examining; sources, hazards, opportunities, causes, exposure
- Occurs within the context of the risk management activity, procedure or process
- Business Unit Risk Registers

3 RISK ANALYSIS
- Likelihood (probability & frequency)
- Consequence
- Inherent risk, overall raw risk

4 RISK EVALUATION
- Comparing the level of risk found during analysis against Council's known priorities & requirements
- Risks with a too high or too low rating are adjusted & documented
- Output is a prioritised list of risks for further action

5 RISK TREATMENT
- Options to modify risks & their implementation, including; reasons for treatment options, benefits, accountabilities, actions and timing
- Identifying and evaluating existing controls & management systems

6 MONITORING AND REVIEW
- Effectiveness of controls & risk treatment plans assessed
- Risk, Audit & Improvement Committee ,
- Risk Management Framework yearly and Risk Registers quarterly

7 COMMUNICATE AND CONSULT
- Effective communication & consultation
- Manager Risk and Governance & Head of Procurement and Risk must ensure stakeholders are informed, consulted and involved in risk management activities that affect them

LEVELS OF RISK AND RESPONSE PROCESS

Each risk category has been assigned a risk rating. The risk rating is determined through consideration of both the likelihood and potential consequences of the risk. The higher the risk rating, the more important it is for that risk to be escalated for action. Table 4 outlines the required response for each risk rating.

Table 4: Levels of Risk and Response Process

Residual Risk Rating	Risk Treatment Response Time	Reporting Line	Evaluation of Risk Treatment	Acceptability
Extreme/High	Immediate	General Manager (GM) or Executive Team (ET) as soon as possible (ASAP)	GM or ET to determine if treatment (including timeframe) is acceptable	In rare cases GM or ET may determine to accept without further treatment where the cost of treatment exceeds the benefit. Must be documented.
Medium	Near future	Director or Executive Team as soon as practicable	Director or ET to determine if treatment (including timeframe) is acceptable	May be accepted in some cases, especially where the cost of treatment exceeds the benefit. Must be documented.
Low	Generally acceptable & treated with routine procedures	Business Unit Manager	Manager to determine if treatment (including timeframe) is acceptable or escalate	Should be monitored & re-evaluated on a regular basis.

5. STRATEGIC RISKS OVERVIEW

Council has undertaken extensive research, collaboration and consultation to determine and categorise the highest priority enterprise level risks. These are risks that threaten the entire organisation and our local community and require a dedicated strategy and action plan to reduce, mitigate and control those risks. Categorisation provides a simplified method in which to manage, respond to, and report on risks. The definitions and actions plans for each category are detailed in this strategy.

Financial

Political

Workforce

Reputation

City Resilience

Technology

Legal / Regulatory

Knowledge

Governance
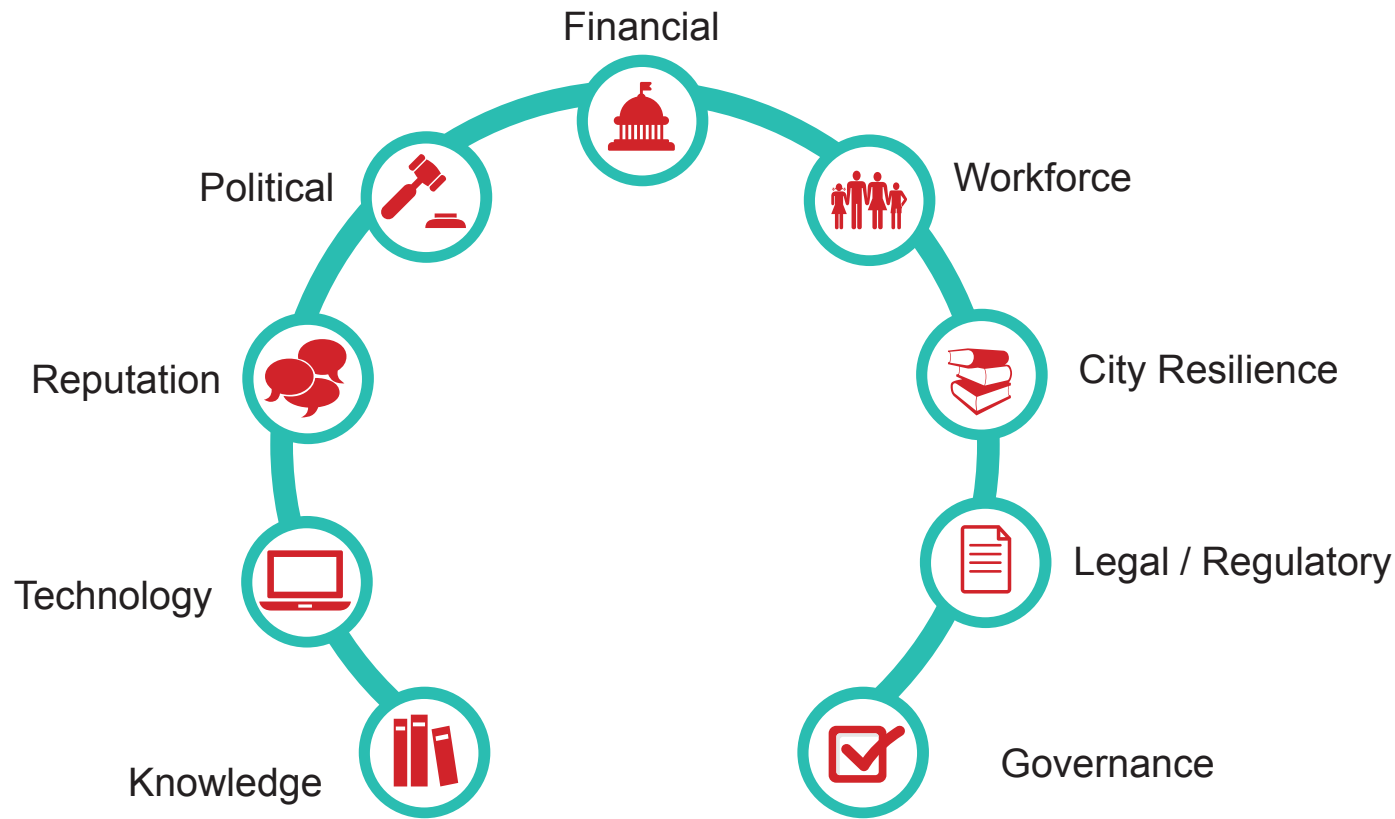
6. CURRENT AND PROPOSED CONTROLS

The following tables detail the controls which have been prioritised by Georges River Council to mitigate the 9 Enterprise Strategic Risks. These will be supported by a set of Enabling Actions that will support and empower all staff to mitigate strategic risks within each of our work areas. Many actions provide benefits to more than one risk category, however to support effective monitoring and reporting on the progress of this strategy actions have been listed in one category only.

Enabling Actions

E.	Description	Owner	Due Date
E.1	Assign overarching responsibility for monitoring and reporting on progress of this strategy	Governance & Risk	Ongoing
E.2	Review the strategic risks of each Council decision and policy position	Executive	Ongoing
E.3	Report to Audit, Risk and Improvement Committee annually on the progress of implementing this strategy	Governance & Risk	Ongoing
E.4	Review the policy template and guidelines and undertake a prioritised policy review program in conjunction with business units	Transformation & Change	Sept 2018
E.5	Comprehensively implement the Risk Management Framework including this strategy and business unit level risk responses	Governance & Risk	Ongoing
E.6	Support a culture in which risk is actively managed and responded to	Governance & Risk	Ongoing

ENTERPRISE RISK CATEGORY 1 - KNOWLEDGE

Knowledge refers to the combined experience, understanding of history and context, and skills that workers bring to Council and apply in their work. It also refers to the documentation and application of written policies, processes and procedures as well as the integrity, use and storage of data both internally and externally sourced.

In the current context of a merging entity, the risk of loss of corporate knowledge is high and the potential consequences of that loss are major. This creates a high risk rating and requires an organisational response which is defined below.

CAUSES

- Lack of recording of decision making
- Critical dependency on individuals
- Lack of documented procedures
- Lack of consistency and integrity in documentation
- Lack of skills to extract information from historical systems
- Loss of corporate expertise, knowledge and memory in key expertise areas

CONSEQUENCES

- Poor or undocumented decision making
- Failure to comply with standards and regulations
- Impacts on Council's reputation and brand
- Diminished service delivery

Council has determined that it has a low appetite for risks associated with the loss of corporate knowledge.

1.	Action	Owner	Status	Due Date
1.1	Policy harmonisation project – review and update	Transformation & Change	In progress	July 2018
1.2	Enterprise Document Management System determined	Information Management	Completed	Dec 2016
1.3	Enterprise Document Management System training	Information Management	Completed	April 2017
1.4	Records Management Policy and Procedures	Information Management	In progress	June 2017
1.5	Records Management Systems and Training	Information Management	In progress	Feb 2018
1.6	Digitisation of records as part of Digital Council Strategy	Transformation & Change	Not started	March 2018
1.7	Review and update staff exit procedures	People & Culture	In progress	Sept 2017

ENTERPRISE RISK CATEGORY 2 – TECHNOLOGY

Technology refers to the systems and applications that council utilises and the procedures that support them. Aspects of technology that fall into this category include the security of the system, integrity of data, availability of information and the performance generated by Council's technological capability.

Of particular interest is the integration of existing systems and the implementation of new systems and applications to meet the needs of a larger, more agile organisation. The likelihood of a risk event occurring, combined with the potential major negative impacts, results in a risk rating of High with a requirement to implement effective controls.

CAUSES

- Infiltration of system
- Data security breach
- Uncontrolled external events such a loss of power, earthquake or terrorism
- Outdated or inefficient technology
- Information stored in incorrect or inappropriate methods

CONSEQUENCES

- Disruption in provision of core operating system
- Complete shutdown of core operating system resulting in inability of organisation to function
- Loss or corruption of corporate data
- Release of sensitive corporate information

Council has determined that it has no appetite for risks that have a significant impact on core operating systems; however it will accept a medium level of risk for innovative business solutions and will test these in a contained environment.

2.	Action	Owner	Status	Due Date
2.1	Replication and back up of systems to provide an alternative operating environment	Information Management	Completed	Ongoing
2.2	Implement procedures for updating of virus definitions and software to manage these risks	Information Management	Completed	Ongoing
2.3	Technical infrastructure recovery plans	Information Management	Completed	Nov 2016
2.4	IMT Business Continuity Plan	Information Management	Completed	Feb 2017
2.5	Develop an Information Security Management framework	Information Management	In progress	June 2017
2.6	Investigate options for alternate power supply	Infrastructure	In progress	Sept 2017
2.7	Digital Council Strategy (including a Cyber Security strategy)	Transformation & Change	Not started	March 2018

ENTERPRISE RISK CATEGORY 3 - REPUTATION

Reputational risks refer to those events which may negatively impact on Council's identity through our brand, stakeholder perceptions or relationship management. Negative perceptions of council may also impact our city and community resulting in decreased confidence and investment.

With strong controls in place these risk are unlikely, however the major potential consequences require a response commensurate with a high risk rating.

CAUSES

- Weak/ineffective Governance Framework
- Poor/misinformed decision making
- Unsatisfactory customer service standards
- Ineffective and unethical leadership
- Operations not aligning to vision or values

CONSEQUENCES

- Loss of trust and integrity
- Disengaged community
- Difficulty attracting skilled staff
- Lack of investment in the city, decreased development and lost revenue
- Dissemination of misinformation
- Cost of managing risk

Council has determined that it has low appetite for risks that may result in widespread and sustained damage to its reputation or to the reputation of local city centres.

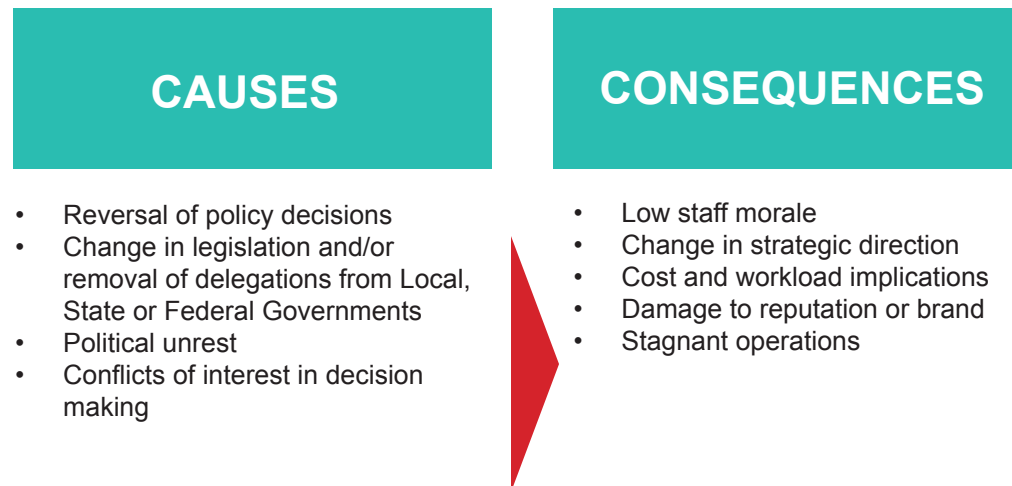| 3.	Action	Owner	Status	Due Date
3.1	Define and implement a strong Code of Conduct	Office of the GM	Completed	Ongoing
3.2	Ensure a strong leadership team with clear direction	Office of the GM	Completed	Ongoing
3.3	Implement transparent decision making	Office of the GM	Completed	Nov 2016
3.4	Implement a comprehensive Brand and Identity Project	Transformation & Change	In progress	Dec 2017
3.5	Implement a corporate mission and set of values and embed in them in the organisation	Transformation & Change	Commenced	Feb 2018
3.6	Ensure we have a robust Community Engagement Policy and that this is utlised across Council	Office of the GM	Completed	May 2018
3.7	Ensure we have a robust Communications Policy	Communications & Customer Service	In progress	July 2017

ENTERPRISE RISK CATEGORY 4 - POLITICAL

Political risks arise when there are changes to the political context of local government that cause negative or unforeseen impacts that require a response. This may include legislative or policy position changes, funding impacts or unrest in the absence of leadership or decision making. Not all political risks need be negative changes, however if council is not positioned to take advantage of opportunities such as funding availability or positive policy changes then we may risk maximising those opportunities.

The potential for political risks is likely and negative impacts could be major, thus the risk carries a high rating.

CAUSES

- Reversal of policy decisions
- Change in legislation and/or removal of delegations from Local, State or Federal Governments
- Political unrest
- Conflicts of interest in decision making

CONSEQUENCES

- Low staff morale
- Change in strategic direction
- Cost and workload implications
- Damage to reputation or brand
- Stagnant operations

Council has a medium appetite for risks associated with political change and seeks to control negative risks whilst ensuring we are agile and responsive to potential positive changes.

4.	Action	Owner	Status	Due Date
4.1	Community and Stakeholder Engagement	Office of the GM	Completed	Ongoing
4.2	Clear corporate mission embedded in the organisation	Transformation & Change	In progress	July 2017
4.3	Councillor engagement, induction and professional development	Office of the GM	In progress	Oct 2016
4.4	Senior Leadership Strategic Planning workshops	Office of the GM	In progress	Nov 2017
4.5	Partnerships with government agencies and local members	All directorates	In progress	Ongoing
4.6	Organisational capability and innovation	Transformation & Change	In progress	Dec 2017

ENTERPRISE RISK CATEGORY 5 - FINANCIAL

Financial risks may have short or long term impact on Council's financial sustainability, affect cash flow, reduce commercial opportunities or negatively affect revenue which will impact on service delivery.

With a diverse range of causes, the likelihood is that a risk event is possible, with major consequences for Council, resulting in a high risk rating.

With this in mind, Council has no appetite for decisions that have a significant negative impact on Council's financial sustainability and a low appetite for risks that negatively impact on Council's core financial business. However Council accepts a medium risk for commercial opportunities.

CAUSES

- Poorly calculated high risk investments
- Misappropriation or mismanagement of financial resources
- Weak asset management strategy, data and systems
- Short term vision instead of long term sustainability
- Inappropriate allocation of funds and resources
- Poor management of insurance liabilities

CONSEQUENCES

- Damage to reputation or brand
- Loss of income and revenue
- Budget deficit
- Loss of investment capabilities
- Negative impact on the financial sustainability of the organisation
- Less funding for community projects
- Inability to meet commitments
- Excessive insurance premiums

5.	Action	Owner	Status	Due Date
5.1	Long Term Financial Plan	Finance	Not started	March 2018
5.2	Reinvestment of savings from amalgamation	Transformation & Change	In progress	July 2018
5.3	Investment Policy	Office of the GM	Completed	Oct 2016
5.4	Quarterly financial review and reporting	Finance	Ongoing	Dec 2016
5.5	Legislative Controls inc internal and external auditing	All directorates	Ongoing	Sept 2016
5.6	Monthly Management reporting	Finance	In progress	July 2017
5.7	Consolidation of finance systems	Finance	In progress	July 2017
5.8	Insurance review	Governance & Risk	Not started	Dec 2017

ENTERPRISE RISK CATEGORY 6 – WORKFORCE

Workforce risks relate to both the processes of managing people and the morale and culture of those people. Risks can arise in areas of recruitment, retention, professional development, health and well-being, morale and succession planning.

Council has a focus on the safety and welfare of all workers and will accept no risk that compromises the safety and welfare of our team or other people and also no appetite for breaches of statutory requirements associated with people's roles.

In an effort to improve culture and conditions, council accepts a medium to high risk for workforce planning and employee value programs and will encourage innovations that create a flexible and agile workforce.

CAUSES

- Inadequate controls to ensure compliance and authenticity of accreditations
- Ineffective or non-strategic recruitment
- Ineffective or absent innovative workforce strategy
- Ineffective or absent work, health and safety strategy
- Lack of effective and/or appropriate professional development program
- Lack of resilience to adapt and cope with change

CONSEQUENCES

- Lack of capacity to deliver Council's objectives
- Low morale and staff engagement
- Inability to attract and retain skilled staff
- High workplace injury rates, resulting in extra costs
- Additional reliance on agency staff to backfill, resulting in extra costs
- Reduced efficiency to service the community

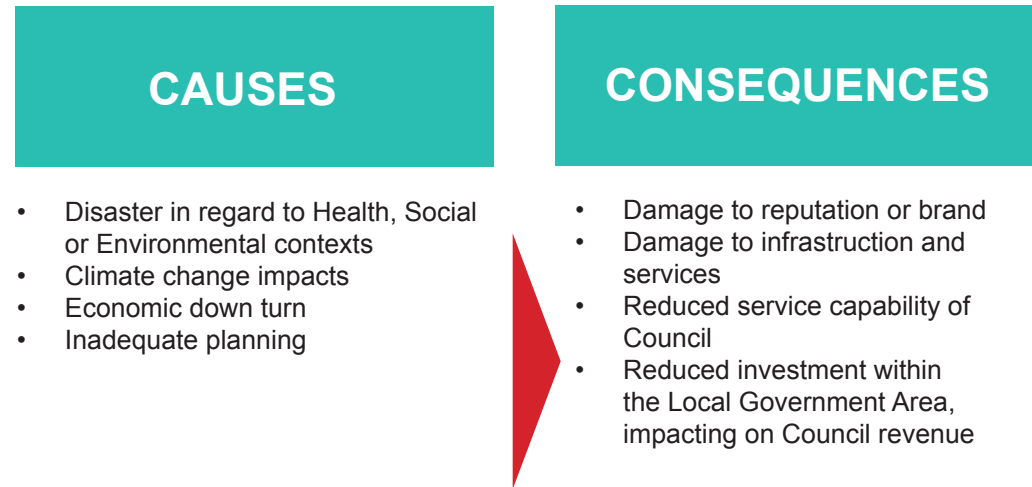| 6.	Action	Owner	Status	Due Date
6.1	Work, health and safety audits and risk assessments	Governance & Risk	Ongoing	July 2016
6.2	Workforce transition and tackling change training	Transformation & Change	Completed	April 2017
6.3	Updated onboarding programs including medical testing	People & Culture	In progress	Oct 2017
6.4	Learning and development program	People & Culture	Ongoing	Dec 2017
6.5	Organisation development program	Transformation & Change	In progress	Sept 2017
6.6	Certification and qualification audit and ongoing reporting	People & Culture	In progress	July 2017
6.7	Health and well-being program	People & Culture	In progress	Oct 2017
6.8	Staff Engagement Strategy	Transformation & Change	In progress	Sept 2017
6.9	Workforce Strategy	People & Culture	Not started	March 2018
6.10	Implement a Performance Management Program	Transformation & Change	No started	July 2018

ENTERPRISE RISK CATEGORY 7 - CITY RESILIENCE

City resilience relates to the ability of the city to utilise available resources to anticipate, respond, grow and adapt to social, economic and physical challenges.

Threats to city resilience include environmental disasters, health pandemics, extreme weather events, and severe economic downtown ad are rated as high risk due to the major negative impacts that would result.

Council has a low appetite for risks that impact on the resilience of the city have determined controls to minimise and mitigate those risks.

CAUSES

- Disaster in regard to Health, Social or Environmental contexts
- Climate change impacts
- Economic down turn
- Inadequate planning

CONSEQUENCES

- Damage to reputation or brand
- Damage to infrastructure and services
- Reduced service capability of Council
- Reduced investment within the Local Government Area, impacting on Council revenue

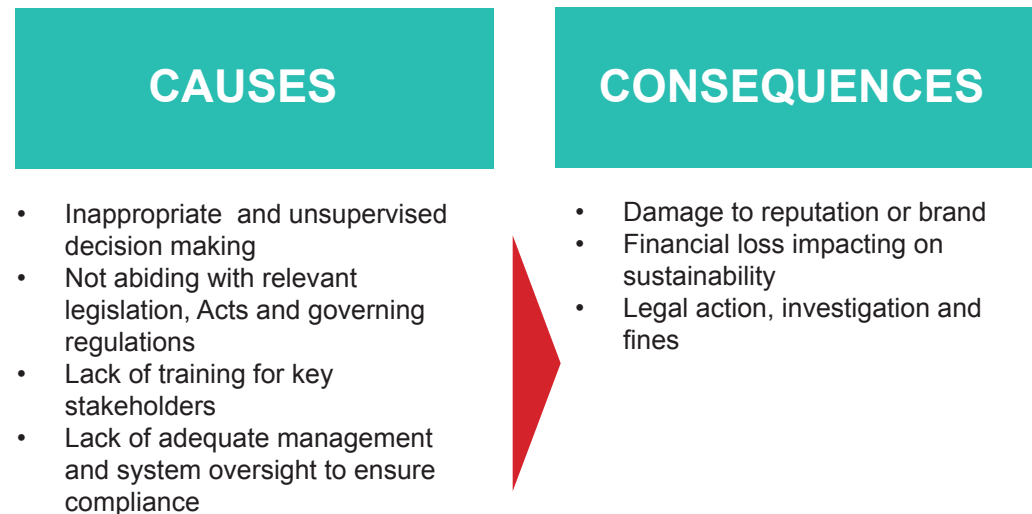| 7.	Action	Owner	Status	Due Date
7.1	Business Continuity Planning	Governance & Risk	In progress	March 2018
7.2	Community Strategic Plan and Councils Delivery Program	Office of the GM	In progress	July 2018
7.3	Active involvement in the Local and Regional Emergency Management committees	Engineering Operations	Completed	Jan 2017
7.4	Development and implementation of Flood Management Plans	Infrastructure	In progress	Jan 2018
7.5	Emergency Response Management Plan and Framework	Engineering Operations	In progress	July 2018
7.6	Community Engagement Strategy developed and implemented	Office of the GM	Completed	March 2017
7.7	Strategic Asset Management Planning	Infrastructure	In progress	July 2017
7.8	Enterprise Risk Management Framework, policy and strategy	Transformation & Change	In progress	July 2017
7.9	Investigate active partnerships to support a resilient city eg Smart Cites and 100 Resilient Cities	Transformation & Change	In progress	June 2018
7.10	Support community organisations to grow and develop sustainably	Community & Cultural Services	In progress	July 2018

ENTERPRISE RISK CATEGORY 8 – LEGAL/REGULATORY

Legal and regulatory risks refer to the principles and rules employed in controlling, directing or managing an entity. Legal and regulatory risks are often called compliance risks as they relate to Council's compliance with legislation, regulation or formal policy.

The consequences of non-compliance are potentially major and as a result this risk is rated as high.

Council has no appetite for non-compliance with legal, professional and regulatory requirements and has invested significant effort into controlling those risks.

CAUSES

- Inappropriate and unsupervised decision making
- Not abiding with relevant legislation, Acts and governing regulations
- Lack of training for key stakeholders
- Lack of adequate management and system oversight to ensure compliance

CONSEQUENCES

- Damage to reputation or brand
- Financial loss impacting on sustainability
- Legal action, investigation and fines

8.	Action	Owner	Status	Due Date
8.1	Policies developed to support procedural compliance eg Enforcement, Internal Reporting, Investigations Policies	All directorates	In progress	March 2018
8.2	Review and communication of delegations	Transformation & Change	In progress	July 2017
8.3	Legal Services Protocol for advice and action	General Counsel	Completed	Feb 2017
8.4	Business Papers system implemented and actions automated	Office of the GM	Completed	Dec 2016
8.5	Legal Training Program developed and implemented	General Counsel	In progress	Sept 2017
8.6	Legislative Compliance monitoring established	Governance & Risk	Not started	Dec 2017
8.7	Business process mapping and improvement program	Transformation & Change	Not started	Sept 2018

ENTERPRISE RISK CATEGORY 9 – GOVERNANCE

Governance relates to the frameworks and practices that ensure business decisions have accountability, fairness and transparency to stakeholders.

There is a possibility that these risks could eventuate with major consequences and therefore the risk is rated as high.

Council has invested significant resources into improving decision making frameworks and organisational transparency as we have no appetite for internal fraud, corruption, collusion or theft.

Council has a low appetite for compliance breaches and actively mitigates these risks.

CAUSES

- Weak or non-existent Governance Framework
- Weak or non-existent training for Council Officials on their responsibilities
- Poor management of inappropriate interactions and/or conduct of Council Officials
- Delayed escalations of inappropriate conduct of Council Officials to appropriate body
- Inappropriate decision making
- Lack of transparency, accountability and oversight

CONSEQUENCES

- Damage to reputation or brand
- Loss of income and revenue
- Budget deficit impacting on service delivery
- Loss of investment capabilities
- Negative impact on the financial sustainability of the organisation
- Less funding for community projects
- Inability to meet commitments

9.	Action	Owner	Status	Due Date
9.1	Code of Conduct, Code of Meeting Practice and Councillors Facilities and Expenses Policy	Office of the GM	In progress	August 2017
9.2	Independent Hearing and Assessment Panel implemented	DA Assessment	Completed	Nov 2016
9.3	Internal Audit Strategy, audit plan and Audit, Risk and Improvement Community established and adopted	Office of the GM	Completed	Oct 2016
9.4	Complaints Policy and Procedures	Transformation & Change	In progress	July 2017
9.5	Open and accessible meeting initiatives	Office of the GM	In progress	August 2017
9.6	Councillor Induction and professional development program	Office of the GM	In progress	August 2017
9.7	Review of Procurement policies and practices	Governance & Risk	In progress	July 2017

Georges River Council Draft Enterprise Risk Management Strategy