



TOWN *of*  

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**EAST FREMANTLE**

**Strategic Community Plan  
2017 – 2027**

***“Inclusive community, balancing  
growth and lifestyle”***

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The Town of East Fremantle Strategic Community Plan (the Plan) sets our vision, aspirations and objectives for the community over the next 10 years.

It is our guiding principal strategy and planning document.

It governs all of the work that the Town undertakes, either through direct service provision, in partnership arrangements or advocacy on behalf of our community.

It is the clear direction set by the Council to ensure our asset and service provision is focused to meet the requirements of our community, now and into the future.

Required under legislation, the Plan ensures we provide good governance and plan well for the future of the Town.

When setting the direction for the Town, Council is mindful of the financial, asset and workforce constraints that we work within, and only plans for what we believe we can achieve.

## Message from the Mayor



It is my pleasure to present the Town of East Fremantle Strategic Community Plan 2017-2027. This is the first major review of the Town's Plan since its adoption in 2013.

Since then, much has changed for the Town, the previous state government's amalgamation plan did not occur; appointed a new Chief Executive Officer and actively engaged with our community.

Our Vision - "*Inclusive community, balancing growth and lifestyle*", reflects that there will be changes to the shape and feel of our community but we must ensure we keep that which we value most.

Subsequently, this long term planning document addresses our guiding principles:

- Inclusive and Connected Community
- Natural Environment Protection including the river and foreshore
- Accessibility for all ages
- Balanced Growth, Valued Heritage and Unique Places
- Transparent and Accountable Governance

It outlines the Town's broad goals and sets priorities in the areas of Social, Economic, Built and Natural Environment and Governance and Leadership.

It reflects our proud heritage; our desire for a safe and inclusive society for all ages and interests; the need to provide the opportunity for passive and active recreation; and the ongoing commitment to local community engagement.

I thank the community members and business community who contributed to the development of this plan, and commend my fellow elected members for their contribution, support and commitment to the Town of East Fremantle. Together we have created a future plan to guide this and future councils to achieving the very best outcomes for our community.

*QUOTE FROM MAYOR IN A SEPARATE BOX ON THE PAGE:*

*With community engagement and input, the Town can ensure that we take the necessary steps to focus on achieving sustainable changes which protects the important aspects of the East Fremantle community.*

Mayor Jim O'Neill

## Message from the Chief Executive Officer



The Strategic Community Plan (the Plan) is the Town's ten year plan, however rather than being fixed for 10 year, it is a rolling plan which is reviewed every two years.

These reviews alternate between a minor review (updating as needed) and a major review (seeking community input and retesting the vision).

The Plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

This strategic framework provides a roadmap of where the community said they want to go and how we are going to get there. It is driven by the community and will be activated through services, plans and strategies, the implementation of which are targeted and budgeted through our long term financial plan, four year plan and annual budgets.

The delivery of services will be consolidated in our Corporate Business Plan and Annual Budget.

Overall the Town of East Fremantle continues to be a strong performer according to the *MARKYT Industry Standard for WA Index*, this being highlighted in the recent community perception survey result. The Town achieved a rating of 89 out of 100 as a place to live, up 10 points over the last three years and only one point behind the industry leader for Western Australia.

We will continue to undertake research about changes and trends that may affect the Town and are committed to communicating the progress of our Plan through the Town's Website, Facebook, e-newsletters and other printed material.

Gary Tuffin  
Chief Executive Officer

## Introduction to the Strategic Community Plan

Welcome to the Town of East Fremantle's Strategic Community Plan (the Plan). The Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations.

The Plan is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework, All local governments in Western Australia are required to implement IPR, which enables robust decision-making.

The Plan will be used to:

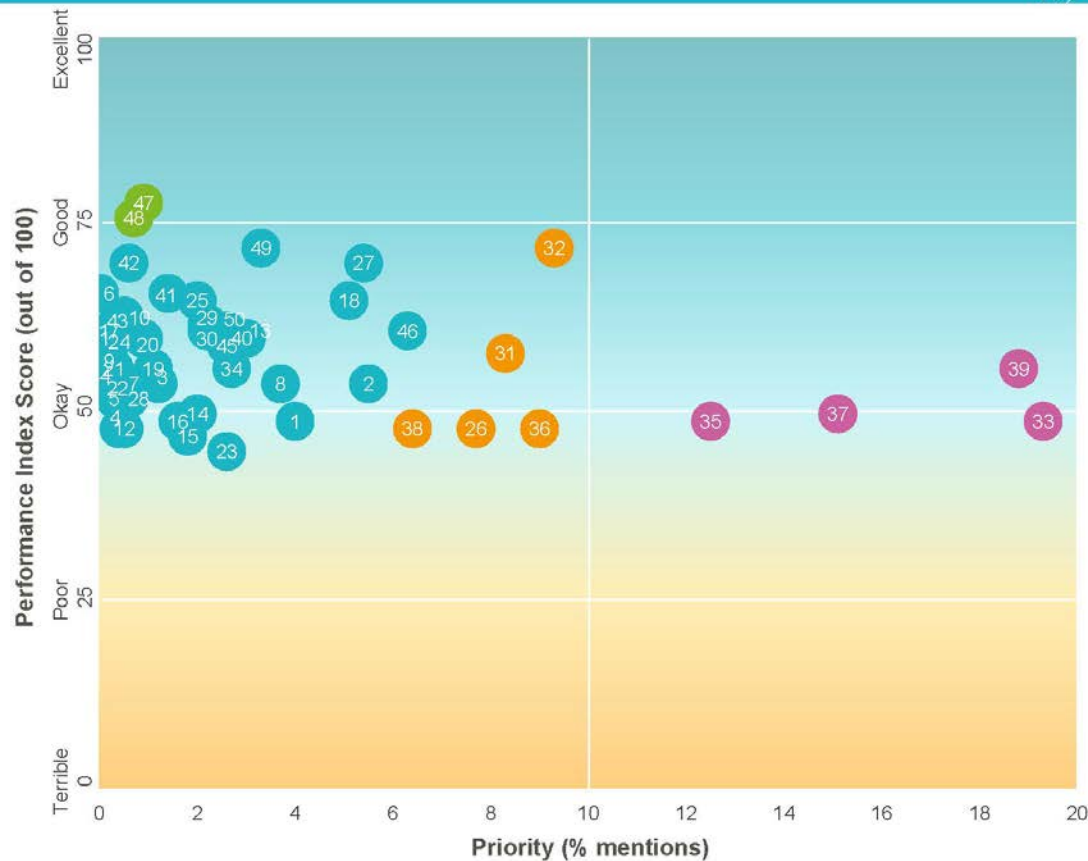
- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, community groups, and education providers that contribute to the future of our community
- Inform decision-making with respect to other partners and agencies, including the State Government, other local governments, WALGA, and the private sector
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Inform future partners of our key priorities, and the ways in which we seek to grow and develop
- Provide a framework for monitoring progress against the community's vision and aspirations

### **Perception Surveys**

Before undertaking consultation with the community for this plan, we reviewed feedback for our biennial Community Perception Survey and the community engagement carried out in the previous year across other areas.

The community would like the Council to prioritise improvements with planning and building approvals, streetscapes, traffic and footpaths. Secondary priorities include the character and identity of the local area, East Fremantle Oval Precinct, parking, cycleways and safety

# MARKYT Community Priorities Window™



- 1 Rates
- 2 Leadership
- 3 Advocacy
- 4 Transparency
- 5 Access to staff
- 6 Access to Mayor and Councillors
- 7 Consulted about local issues
- 8 Informed about local issues
- 9 Informed events
- 10 Website
- 11 newsletter
- 12 Social media
- 13 Customer service
- 14 Complaints and concerns
- 15 Economic development
- 16 Town Centre
- 17 George Street
- 18 Sense of community
- 19 Youth
- 20 Seniors
- 21 Disability
- 22 Community buildings and halls
- 23 Public toilets
- 24 Health
- 25 Sport and rec
- 26 East Fremantle Oval Precinct
- 27 Playgrounds
- 28 Library
- 29 Festivals
- 30 History and heritage
- 31 Safety and security
- 32 Character and identity
- 33 Planning and building
- 34 Roads
- 35 Traffic
- 36 Parking
- 37 Footpaths
- 38 Cycleways
- 39 Streetscapes
- 40 Lighting of streets
- 41 Public transport
- 42 Boat ramp
- 43 Housing now
- 44 Housing in 5
- 45 Conservation and environment
- 46 River foreshore
- 47 Rubbish
- 48 Recycling
- 49 Bulk and Green waste
- 50 Animal and pest control

Q. How would you rate performance in the following areas? Base: All respondents, excludes don't know and refused. (n=varies)

Q. Which areas would you most like the Town of East Fremantle to focus on improving? Base: excludes no response (n = 224)

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The Community Perception Survey identified seven priority areas that the Community would like the Town to focus on:

1. Continue to protect and maintain the town's unique character and identity
2. Consistent decision making with planning and building approvals
3. Take action with the East Fremantle Oval Precinct
4. Improve the appearance of streetscapes Improve footpaths and cycleways, using asphalt for dual use paths
5. Address concerns with traffic congestion and on-street parking
6. Address safety concerns with break-ins

## Our Community

The Town of East Fremantle was created in 1897, when it separated from the Fremantle Municipal Council. We are an area of 3.2 square kilometres bounded to the north and west by the Swan River (see map below).

The Town's forecasted population for 2017 is 8,189 with a strong cultural heritage and approximately 30 Clubs and Associations; a relatively high number for its population size.

The Town of East Fremantle has strongly resisted the push for infill development and encouraged the retention of the many heritage homes, gardens and streetscapes in the area. Whilst the pressure from the State Planning Authorities to increase densities may ultimately prevail, in East Fremantle the community and families currently enjoy the standard of amenity of their forebears, with space for children to play and a sense of history and community unparalleled elsewhere.

This includes a population that continues to grow at an average annual change of 1.45% and forecast to grow 30% between 2011 and 2036. The Town has median age of 43, with a slightly lower proportion of people aged 0 to 19 years (24.2%) as compared to Western Australia (25.3%), and also a higher proportion of people in the older age groups (60+) with 23.2% of the population falling into that group (compared to 19.3% for Western Australia).

The Town of East Fremantle's Gross Regional Product was \$424 million at year ending June 30 2016, which represents 0.17% of the state's GSP. The State unemployment rate has increased and in the March 2017 quarter was 6.48% for Greater Perth; however, for the same quarter, the unemployment rate in the Town of East Fremantle was 3.30%.

In the year ending June 2015, 4,184 residents of the Town were employed and approximately 78% of these people travel outside the Town to work. At the same period, there were 2,466 jobs located in the Town. Of these people approximately 24% also live in the area.

*"The Town has one of the highest population densities per square kilometre in Western Australia. In addition, the Town has an in-fill target of an additional 900 dwellings by 2031, which once achieved, will reset the density per square kilometre."*

Ward Map



## The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the diagram below. Its purpose is to ensure integration of community priorities into strategic planning for Councils, in addition to delivering the objectives that have been set from these priorities.

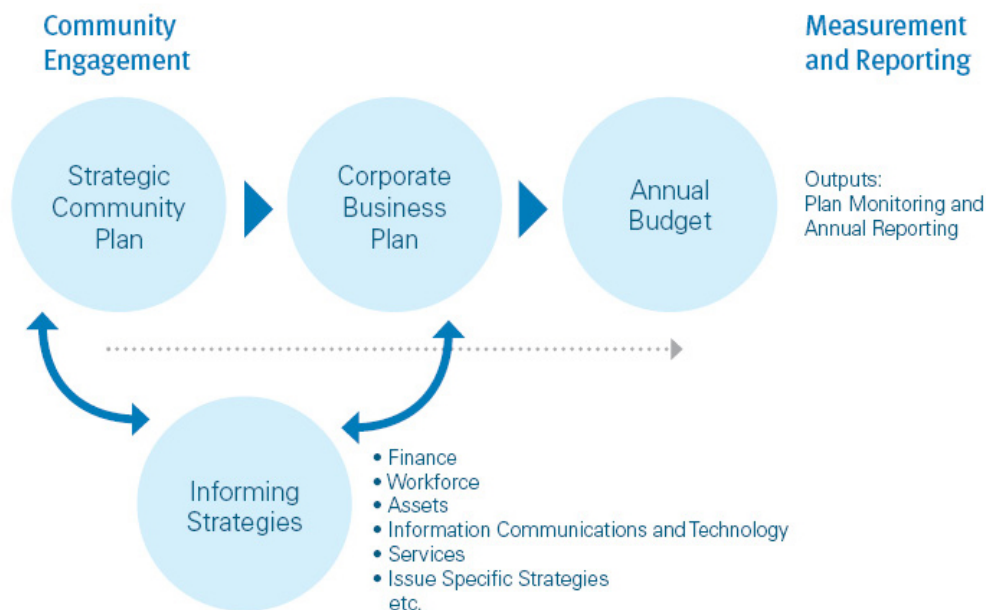
Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

- Level 1: Strategic Community Plan (10+ years);
- Level 2: Corporate Business Plan (4+ years); and
- Level 3: Operational Plans (1 year).

The Plan articulates the community's vision and priorities for the future and shows how the Council intend to make progress over a ten-year period. The Plan is reviewed every two years. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

Detailed implementation for the next four years is covered in the Corporate Business Plan. The "Informing Strategies" – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget aligns to the one-year Operational Plan, that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.



## Elements of Integrated Planning and Reporting Framework



## How our Strategic Plan was developed

The Town of East Fremantle conducted the major review of its Strategic Community Plan in the following stages:

- Research was conducted to determine trends, issues and impacts; and
- Community consultation was undertaken via community workshops, online and paper surveys.
  - Business workshop attended by a total of 28 representatives from local businesses and community groups;
  - Community forum attended by 31 residents;
  - Questionnaire completed either online or in hard copy by 95 respondents;
  - Community Scorecard (via CATALYSE® Pty Ltd) - 254 responses
- The plan was refined with Council to develop the outcomes, objectives and strategies needed to achieve the overall vision.
- Council endorsed the plan before going out for public comment.
- Final adjustments will be made to the plan before going to Council for adoption

## How our Strategic Community Plan is used

The Strategic Community Plan outlines the vision for the Town of East Fremantle and identifies community priority areas for the next 10 years.

### VISION

A descriptive statement of the future desired position for the Town of East Fremantle.

### STRATEGIC PRIORITY AREAS

Strategic Priority 1: Social

Strategic Priority 2: Economic

Strategic Priority 3: Built Environment

Strategic Priority 4: Natural Environment

Strategic Priority 5: Leadership and Governance

Within each of the key result areas are the following elements to give the overall blueprint for the Town:

### Objectives

What we are trying to put in place and achieve.

### Strategies

High level statements about how we will achieve the objectives.

### Measures

Specific data that will allow us to see how well we have implemented the Strategic Community Plan.

### Monitoring

We will also monitor other key data that we, as a local government need to be aware of and consider, but do not control.

The strategic direction of the Town is translated into services and projects that are delivered to our community through the Corporate Business Plan which is reviewed annually. This ensures strategic priorities are translated into real actions.

## Our Vision

### **“Inclusive community, balancing growth and lifestyle”**

With a diverse range of expectations, the following principles will assist to guide our decision-making:

#### **Inclusive, Diverse and Connected Community**

Our community values:

*“A cohesive community with a “heart / hub””*

*“Connectivity and walkability”*

*“Community safety”*

The Town of East Fremantle will work to create a socially connected, inclusive and safe community.

#### **Natural Environment Stewardship**

Our community would like:

*“Green, open spaces and increased activation of the River front”*

*“Negative environmental impact minimised and Climate Change responsiveness”*

We will prioritise maintaining and enhancing the Swan River foreshore and other green, open spaces with a focus on environmental sustainability and community amenity.

#### **Balanced Growth, Valued Heritage and Unique Places**

Our community wants to live in a Town which:

*“Has a unique sense of character”*

*“Balances heritage and charm with growing community and natural environment.”*

*“Offers housing and hospitality options”*

Our decisions will contribute to accessible, well-planned built landscapes, which are in balance with the Town’s unique heritage and open spaces.

#### **Transparent and Accountable Governance**

Our community desires:

*“A responsive Council which actively seeks community input and communicates well”*

The Town of East Fremantle will endeavour to be a proactive, approachable Council, which values community consultation, transparency and accountability. We will be sustainable, “locally” focused and easy to do business with.

## Strategic Priority 1: Social

*"A socially connected, inclusive and safe community"*

Objectives <i>What we need to achieve</i>	Strategies <i>How we're going to do it</i>	Measures of Success <i>How we will be judged</i>
1.1 Facilitate appropriate local services for the health and wellbeing of the community	1.1.1 Facilitate or partner to ensure a range of quality services are provided at a local level	Community perception of value of services, inclusiveness and wellbeing
	1.1.2 Strengthen the sense of place and belonging through inclusive community interaction and participation.	
1.2 Inviting open spaces, meeting places and recreational facilities	1.2.1 Provision of adequate recreational, sporting and social facilities	Community perception of value of recreational facilities and meeting spaces
	1.2.2 Activate inviting open spaces that encourage social connection	
1.3 Strong community connection within a safe and vibrant lifestyle	1.3.1 Partner and educate to build a strong sense of community safety	Community perception of value of vibrancy and connectivity Increase community perception of safety. Increase in community participation and satisfaction with events
	1.3.2 Facilitate opportunities for people to develop community connections and foster local pride	
	1.3.3 Enrich identity, culture and heritage through programs, events and celebrations	
	1.3.4 Facilitate community group capacity building	

<p style="text-align: center;"><b>Services</b></p> <p style="text-align: center;"><i>Council's ongoing supporting services</i></p>	<p style="text-align: center;"><b>Partnering with ...</b></p>
<p>Corporate &amp; Community Services</p> <ul style="list-style-type: none"> <li>• HACC – through Neighbourhood Link program.</li> <li>• Access Improvements</li> <li>• Shared Library Services (City of Fremantle)</li> <li>• Youth Services</li> <li>• Provide appropriate public art.</li> <li>• Facilitate and partner for the development of regular community events</li> <li>• Promote local events</li> <li>• Support for volunteers and friends groups</li> <li>• Disability Services</li> <li>• Customer Services</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>• Ensuring adherence to Local Laws</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>• Environmental Health Services</li> </ul> <p>Operation Services.</p> <ul style="list-style-type: none"> <li>• Maintain Boat Ramp facilities</li> <li>• Asset maintenance</li> <li>• Strategic Planning services</li> <li>• Ranger Services</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Child Protection &amp; Family Support</li> <li>• Department of Health</li> <li>• State Library Board</li> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Department of Fire and emergency Services</li> <li>• Western Australian Police Service</li> <li>• Disability Services Commission</li> <li>• Road Safety Commission</li> </ul>

## Strategic Priority 2: Economic

***"Sustainable, "locally" focused and easy to do business with."***

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
2.1 Actively support new business activity and existing local businesses	2.1.1 Facilitate opportunities for business and community groups.	<ul style="list-style-type: none"> <li>Increased participation in attendance at business forums held in the Town</li> <li>Community perception of value of support provided to business</li> </ul>
	2.1.2 Investigate the development of business hubs and shared offices spaces.	
	2.1.3 Facilitate opportunities/ forums where local business people can meet and share ideas.	
2.2 Continue to develop and revitalise local business activity centres	2.2.1 Facilitate local small business access for community and business growth	

Services <i>Council's ongoing supporting services</i>	Partnering with ...
<p>Community &amp; Corporate Services</p> <ul style="list-style-type: none"> <li>Host regular forums for business community to meet.</li> <li>Economic Development Program</li> <li>Information Technology</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>Communication of programs and initiatives via Facebook, website, e-news, flyers, advertisements etc.</li> </ul> <p>Regulatory services</p> <ul style="list-style-type: none"> <li>Strategic Planning services</li> <li>Development services</li> <li>Customer Services</li> <li>Health</li> <li>Ranger</li> </ul>	<ul style="list-style-type: none"> <li>Western Australian Planning Commission</li> <li>Fremantle Chamber of Commerce</li> <li>South Metropolitan Regional Council</li> </ul>

## Strategic Priority 3: Built Environment

***"Accessible, well planned built landscapes which are in balance with the Town's unique heritage and open spaces."***

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
3.1 Facilitate sustainable growth with housing options to meet future community needs	3.1.1 Advocate for a desirable planning and community outcome for all major strategic development sites.	Community perception of value of strategic development site outcomes
	3.1.2 Plan for a mix of inclusive diversified housing options.	
3.2 Maintaining and enhancing the Town's character	3.2.1 Ensure appropriate planning policies to protect the Town's existing built form.	Community perception of value of the Town's preservation of character.
3.3 Plan and maintain the Town's assets to ensure they are accessible, inviting and well connected.	3.3.1 Continue to improve asset management practices	<ul style="list-style-type: none"> <li>• Asset Sustainability Ratio</li> <li>• Asset Consumption Ratio</li> <li>• Asset Renewal Funding Ratio</li> </ul>
	3.3.2 Optimal management of assets within resource capabilities	
	3.3.3 Plan and advocate for improved access and connectivity	

Services <i>Council's ongoing supporting services</i>	Partnering with ...
Regulatory Services <ul style="list-style-type: none"> <li>• Strategic Planning services</li> <li>• Development services</li> <li>• Building Services</li> <li>• Health Services</li> <li>• Ranger Services</li> </ul> Operation Services <ul style="list-style-type: none"> <li>• Environment</li> <li>• Engineering Services</li> <li>• Asset Management</li> <li>• Parks and Gardens</li> </ul> Corporate & Community Services <ul style="list-style-type: none"> <li>• Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• TravelSmart</li> <li>• Western Australian Planning Commission</li> <li>• Main Roads Western Australia</li> <li>• Department of Transport</li> <li>• Road Safety Commission</li> <li>• South West Group</li> </ul>

## Strategic Priority 4: Natural Environment

*"Maintaining and enhancing our River foreshore and other green, open spaces with a focus on environmental sustainability and community amenity."*

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
4.1 Conserve, maintain and enhance the Town's open spaces.	4.1.1 Partner with Stakeholders to actively protect, conserve and maintain the Swan River foreshore	<ul style="list-style-type: none"> <li>• Community perception of value of Town's conservation and management</li> </ul>
	4.1.2 Plan for improved streetscapes parks and reserves	<ul style="list-style-type: none"> <li>• Recycling Rates – kilogram per capita (maintain and aim to improve)</li> </ul>
4.2 Enhance environmental values and sustainable natural resource use	4.2.1 Reduce waste through sustainable waste management practices	<ul style="list-style-type: none"> <li>• Waste to landfill – kilograms per capita (maintain or decrease)</li> </ul>
4.3 Acknowledge the change in our climate and understand the impact of those changes.	4.3.1 Improve systems and infrastructure standards to assist with mitigating climate change impacts.	

<b>Services</b> <i>Council's ongoing supporting services</i>	<b>Partnering with ...</b>
<p>Corporate &amp; Community services</p> <ul style="list-style-type: none"> <li>• Volunteer support</li> </ul> <p>Operation Services</p> <ul style="list-style-type: none"> <li>• Street tree Planting</li> <li>• Building Maintenance</li> <li>• Fleet Management</li> <li>• Waste management</li> <li>• Parks and Gardens</li> <li>• Waste management services through the SMRC</li> <li>• Foreshore erosion control</li> <li>• Promote environmentally sound practices</li> <li>• Storm Water Management Plan</li> <li>• Asset Management Plan</li> <li>• Engineering</li> <li>• Recreation and Culture</li> <li>• Environmental Services</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>• Communication of programs and initiatives via Facebook, website, e-news, flyers, advertisements etc.</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>• Strategic Planning services</li> </ul>	<ul style="list-style-type: none"> <li>• Western Australian Planning Commission</li> <li>• Department of Parks and Wildlife</li> <li>• Water Corporation</li> <li>• South Metropolitan Regional Council (SMRC)</li> <li>• Department of Fire and Emergency Services</li> <li>• South West Group</li> </ul>



## Strategic Priority 5: Leadership and Governance

***"A proactive, approachable Council which values community consultation, transparency and accountability."***

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
5.1 Strengthen organisational accountability and transparency	5.1.1 Strengthen governance, risk management and compliance	<ul style="list-style-type: none"> <li>• Achieve an unqualified audit</li> <li>• Community perception of value of the Town's communication and consultation processes</li> <li>• Community satisfied with Town's responsiveness</li> </ul>
	5.1.2 Ensure an effective engagement process is undertaken with community and stakeholders.	
	5.1.3 Improve the efficiency and effectiveness of services	
5.2 Proactively collaborate with the community and other stakeholders	5.2.1 Foster and promote strategic collaborative relationships with neighbouring LGAs, State and Federal government representatives and agencies, NGOs	
5.3 Strive for excellence in leadership and governance	5.3.1 Deliver community outcomes through sustainable finance and human resource management.	<ul style="list-style-type: none"> <li>• % of customer requests/enquiries responded to within target timeframes</li> <li>• Financial ratio levels for benchmarking of local governments</li> </ul>
	5.3.2 Improve organisational systems with a focus on innovation	
	5.3.2 Increased focus on strengthening and fostering a positive customer service experience	

<p style="text-align: center;"><b>Services</b></p> <p style="text-align: center;"><i>Council's ongoing supporting services</i></p>	<p style="text-align: center;"><b>Partnerships</b></p>
<p>Governance</p> <ul style="list-style-type: none"> <li>• Access to information via multi- media platforms</li> <li>• Maintain contemporary and relevant policy and procedures in accordance with the LG Act and Regulations</li> <li>• Employing competent and knowledgeable staff</li> <li>• Advocating on behalf of the community</li> <li>• Executive Team</li> <li>• Human Resources Management</li> <li>• Community Engagement</li> </ul> <p>Corporate &amp; Community Services</p> <ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Customer Services</li> <li>• Information Technology</li> <li>• Rating Services</li> <li>• Records Management</li> </ul> <p>Operation Services</p> <ul style="list-style-type: none"> <li>• Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Western Australia Local Government Association</li> <li>• Local Government Insurance Services</li> <li>• Australian Accounting Standards Board</li> <li>• Council's appointed Auditors</li> </ul>

## Resourcing the Plan

- 10-year financial profile (includes rates profile)
- Asset and workforce requirements

## Strategic Risk Management

It is the Town's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the Town, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Town's Integrated Planning Framework.

The Town's Senior Staff Group will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as direct and monitor implementation, practice and performance.

Every employee, Councillor, volunteer and contractor within the Town is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

**Risk Management:** Coordinated activities to direct and control an organisation with regard to risk.

**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.