

Risk Management Policy

Number	GP001-2025
Owner	Chief Executive
Contact	Governance and Planning Advisor
Effective from	August 2025
Next review	2027

Intent

Auckland Museum recognises that risk is inherent in all aspects of its operations and is committed to managing risk in a proactive, transparent, and informed manner. This policy establishes the Museum’s intent to embed risk management as a core organisational discipline that supports decision-making, protects people and taonga, and upholds the Museum’s regulatory and ethical obligations.

Purpose

The purpose of this policy is to set out the principles, responsibilities, and processes for identifying, assessing, and managing risk across Auckland Museum. This policy is to be read in conjunction with the Risk Management Framework.

Specifically, this policy serves to develop a risk aware culture, provide guidance for the management of risk, uphold the Museum’s reputation, assist in achieving long term objectives, minimise and mitigate the impacts of risk on resources and its ability to fulfil its strategic and operational objectives, and assist in meeting legal obligations.

Scope

This policy applies to all Auckland Museum staff, contractors, volunteers, the Trust Board and other governance and advisory committees such as the Taumata-ā-iwi.

Statement

Auckland Museum is committed to integrated and transparent risk management practices that support the achievement of strategic objectives and compliance with legislative and regulatory requirements.

1. Risk management objectives and principles are specific to the Museum’s statutory and civic role

Consistent with its role under the Act, the Museum’s risk management objectives are:

- a. To protect the safety and wellbeing of people working in and visiting the Museum
- b. To preserve the integrity of the Museum’s collections, taonga, heritage buildings, digital assets and relationships
- c. To maintain financial stability and operational continuity

- d. To safeguard public confidence, institutional reputation, and sector leadership
- e. To support innovation and strategic responsiveness
- f. To ensure compliance with the Act and other relevant legal frameworks.

To ensure these objectives are met, the following risk management principles apply:

- Integrated – Risk management is embedded in strategic and operational activities
- Systematic – A consistent methodology is applied organisation-wide
- Transparent and Inclusive – All are encouraged to report and engage with risks
- Dynamic – Risk processes are responsive to internal and external changes
- Accountable – All levels of leadership hold responsibility for effective oversight.

2. Clear roles and responsibilities ensure that risk management is embedded across all levels of the organisation

While levels of responsibility and overall accountability differs across the organisation, everyone has a responsibility in maintaining the system.

To ensure this, roles and responsibilities are set are follows:

Role	Responsibility
Trust Board	Oversight and approval of the overall risk management policy, framework and strategic risks; setting the tone through clear expectations of risk management and policy compliance; establishing benchmarks for risk appetite and tolerance.
Audit & Risk Committee	Monitors strategic risk controls, compliance, and assurance activities; provides guidance to the Trust Board for approval of the Risk Management Policy, the Risk Management Framework and governance policies; undertakes a regular review of the Risk Register and recommends any changes to the Trust Board.
Chief Executive	Promote a risk-aware culture; ensure appropriate systems and resources are in place; ensure the Risk Management Framework and Risk Management Policy are adopted and implemented across all operations and activities.
Executive Leadership Team (ELT)	Promote a risk aware culture throughout the Museum; manage and monitor risks within portfolios and projects; oversee mitigation strategies; maintain and communicate this Risk Management Policy and the Risk Management Framework; present changes to the

	risk register to the Trust Board for approval via the Audit and Risk Committee; ensure awareness and understanding of business continuity and disaster recovery and other emergency plans and policies.
Governance Team	Maintain and coordinate the central Risk Register; lead reporting processes; develop and review the Risk Management Policy and Framework, as required.
All staff	Identify, escalate, and manage risks within their areas of responsibility; serve as the “eyes and ears” of the Museum’s activities; ensure good risk practices are upheld through appropriate work practices and behaviour.

3. Risk categories reflect the Museum’s key areas of responsibility

Risk reporting and management are to be grouped into the following categories:

Risk Category	Scope and nature
Building	Heritage value, long-term asset preservation, capital maintenance and renewal, compliance and ensuring the Museum remains safe, accessible, and fit-for-purpose for public use
Collections	Physical care, documentation, provenance, cultural care and kaitiakitanga
Social licence, political and other relationships	Relevance and ability to engage diverse audiences, including relationships with community, iwi, regulators, central and local government, partnerships with the cultural sector, and other stakeholders (e.g. RSA, AMI, tourism industry, etc.)
People	Health and safety, talent recruitment and retention, staff and volunteer engagement
Technology & Cybersecurity	Business continuity, data security and integrity, privacy and storage capacity, system and process capability
Financial security and funding adequacy	Auckland Council levy, fundraising capacity and effectiveness, revenue generation, capital planning, operational planning and budgeting and capacity to respond to inflation risks
Governance processes and integrity risks	Governance, financial stewardship, accountability and compliance

4. Risk appetite is dually influenced by ensuring delivery on the Museum's strategic objectives, while ensuring legal obligations are met

The Risk Appetite may be defined as the amount of risk the Museum is prepared to accept in pursuit of its purposes, mission and objectives, as set out in the Risk Management Framework. The Museum maintains a low appetite for risks that may result in:

- Harm to staff, volunteers, or visitors
- Damage to taonga or breach of legal obligations under the *Auckland War Memorial Museum Act 1996* and any other statutory instruments
- Loss of public trust or reputational damage
- Disruption to the delivery of its core services and material financial loss impacting its future financial sustainability

The Museum is open to controlled risk in areas that:

- Enable innovation and experimentation
- Support the achievement of long-term strategic goals
- Improve organisational performance or engagement

5. Risk management is consistent with ISO 31000 standards

The Museum adopts a six-stage risk management approach aligned to ISO 31000, ensuring risks are consistently identified, assessed, and managed across the organisation.

- a. **Establish Context** – Define the internal and external environment in which the Museum operates, including strategic objectives, legal and risk criteria.
- b. **Identify Risks** – Proactively identify potential events or conditions that could impact the achievement of objectives, including financial, operational, reputational, compliance, and cultural risks.
- c. **Assess Likelihood and Impact** – Evaluate each risk based on the probability of occurrence and the severity of its consequences, using a defined risk matrix to determine risk ratings.
- d. **Evaluate and Prioritise** – Compare risk levels against the Museum's risk appetite and determine whether risks are acceptable, require treatment, or need escalation to senior leadership or governance.
- e. **Treat and Mitigate** – Develop and implement actions to avoid, reduce, transfer, or accept risks. This includes designing controls, contingency plans, or policy changes where needed.
- f. **Monitor and Review** – Continuously monitor risk status, the effectiveness of treatments, and changes in context. Review risks regularly through the Executive Team, and ensure oversight by the Audit and Risk Committee through regular reporting.

6. Risk records are up-to-date and reported on regularly

To ensure appropriate documentation and management of risks, the following apply:

- a. A central Risk Register is maintained by the Governance team.

- b. Risk owners within the Executive Team are responsible for maintaining, treating, and reviewing risks in their portfolios.
- c. Risks are reported to the Audit & Risk Committee at each meeting, and to the Trust Board, in accordance with the requirements set out in the Risk Management Framework.
- d. Risk reporting supports informed decision-making and compliance with the Museum’s statutory and operational obligations.

7. Risk management and assurance processes are reviewed regularly

This policy is reviewed every two years, or earlier if there are significant changes in legislation, governance arrangements, or organisational priorities.

Internal audit and assurance processes will assess the effectiveness of risk management systems and controls.

Associated documents

- Risk Management Framework
- Risk Register
- Governance Charter
- Audit and Risk Committee charter
- Health and Safety Policy
- Collections Management Framework
- Business Continuity and Emergency Response Plan
- Delegations of Financial Authority Policy

Document history

Version	Review detail	Reason
1.0	Policy was approved by Trust Board in 2021	
2.0	Policy was reviewed through the Audit and Risk Committee, and approved by the Trust Board on 25 August 2025	To establish a Risk Management Policy separate to the Risk Management Framework