



This Board policy is overseen by the Audit and Risk Management Committee.

Rob Marshall, Risk and Audit Officer is the day to day owner.

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## Why Spark has this policy

Spark's Agile organisation design and practices empowers its people to make decisions to achieve a strong customer focus, speed to market and people engagement.

The managing risk framework co-ordinates different areas to play their part in helping our people identify and manage strategic, operational and external challenges to achieving these shared goals and objectives.

The framework is designed on the principles that managing risk:

- Creates, protects and enhances value;
- Is part of decision-making processes;
- Explicitly addresses uncertainty;
- Is systematic, structured and timely;
- Is transparent and inclusive; and
- Is iterative and responsive to change.

The expected benefits include more business opportunities, reduced performance variability, improved threat resilience and greater risk transparency.

## What this policy says

Spark expects its people to manage the risks associated with achieving their Organisational Unit's purpose and objectives. The Leadership Squad are expected to manage the risks associated with achieving Spark's strategy and business objectives as approved by the Board.

To help them to do this, Spark has chosen a leading Enterprise Risk Management framework: COSO ERM: 2017.

This framework has five inter-related components:

- Governance and culture;
- Strategy and objective setting;
- Performance;
- Review and revision; and
- Communication and reporting.

The Risk Team have mapped these components onto Spark's Agile organisation to integrate them into its roles, responsibilities, processes and activities.

The table on the next page shows the roles and responsibilities. Following these is important to ensure the intended outcomes and benefits of this policy are achieved.

## Where to get help

Use the Managing Risk kits, information on the webpage or contact the policy owner.

Further help and advice is available from the policy owner.

## Managing risk framework: Roles and Responsibilities

Activity performed	Board & ARMC	Leadership Squad	Risk	Legal (Digital Trust)	Org Unit Leads <sup>1</sup>	COE	Policy Owners	All Spark People
Approves the Managing Risk Policy								
Monitors the managing risk framework								
Reviews principal risk dashboard (quarterly)								
Performs other items from its Charter								
Prepares strategy and annual plan								
QBR process and next 90 Day Priorities								
Coaches and guides Leads								
Owner for principal risks								
Designs and continuously improves the managing risk framework								
Helps the business apply the framework								
Profiles the principal and next 90-day risks for LS and ARMC								
Helps Leads to capture their risks for the QBR Memo								
Executes Internal Audit plan (objective assurance)								
Designs and continuously improves the empowerment framework								
Creates empowerment & and functional guidance kits								
Oversees essential policies and webpage.								
Creates and delivers training modules								

<sup>1</sup> Organisational Unit Leads refers to Tribe, Chapter Area and Chapter, Channel and Delivery Units, Subsidiaries, Centre of Excellence Units.

## Managing risk framework: Roles and Responsibilities

Activity performed	Board & ARMC	Leadership Squad	Risk	Legal (Digital Trust)	Org Unit Leads <sup>1</sup>	COE	Policy Owners	All Spark People
Use the Empowerment and Managing Risk Frameworks								
Understand and adhere with the essential policies								
Maintain view of risks for OKRs and fill in QBR Memo								
Provide input into principal risk process								
Escalate risks to LS or Risk Team (if required)								
Review risk sections in QBR packs across Spark								
Maintain view of risks for their OKRs and fill in QBR								
Support Leads to manage identified risks								
Provide input into principal risks								
Maintain policy and guidance material								
Complete assessments of effectiveness								
Participate in policy owner working groups								
Follow this framework and the essential policies								
Make informed decisions after assessing the benefits and risks								

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