## Risk Management Accountability – Three Lines of Defence Model

## Third Line of Defence:

Internal Audit, External Audit (functions that provide independent assurance)

Provide assurance, through the periodic independent testing and evaluation that risk management practices and internal controls are functioning as intended

Validate the effectiveness of the overall risk framework and

Advise Management and the Senate on the appropriateness of ACU's financial reporting

## Second Line of Defence:

ACU internal governance, compliance and risk functions:

Drive and support the identification, understanding and reporting of key risks to both Management and the Senate, along with transparency around how these risks are being managed

Support Management and the Senate with the design, implementation and management of the overall risk framework, both at a University level and down into each business unit

Maintain ACU Policies in line with the University Policy Framework and Compliance Framework and

Provide independent ongoing assessments as to the effectiveness of all business functions (and employees) in managing their risks

## First Line of Defence:

All business functions (managers and employees) have primary responsibility and accountability for:

Identifying and managing the risks inherent in their operations

Ensuring compliance with all Legal and Regulatory requirements and ACU Policies and

Promptly escalating any significant actual and emerging risks for Management attention

They are enabled through knowledge, skills, training, information, systems, infrastructure and where appropriate, operational authorities.