

## Policy and Procedure Register updates – Summary of changes to:

### Enterprise Risk Management Policy, Procedure and Framework, and DoE Risk Appetite Statement

#### 1. Reason for new/updated policy or procedure (select all that apply)

- |  |   |                                |
|--|---|--------------------------------|
| <input type="checkbox"/> Change of policy/procedure requirements | <input checked="" type="checkbox"/> Audit/review recommendation |                                |
| <input type="checkbox"/> Change to legislation/delegations       | <input checked="" type="checkbox"/> Due for review              | <input type="checkbox"/> Other |

A recent Internal Audit report recommended a review of the ERM policy and procedure to ensure their ongoing effectiveness and to demonstrate the department's ongoing commitment to effective risk management to achieve better outcomes for students, staff and the school community.

A review ensures the documents reflect current best practice in risk management, remain aligned to current guidelines and standards (i.e., the Queensland Treasury guide and the Australian Standard for Risk Management (AS/NZS ISO 31000:2018), and provide staff with best practice up-to-date processes for risk management.

#### 2. Summary of changes

Enterprise risk management policy, procedure and framework have been refreshed, key updates are:

- The risk operating environment has been updated to show the relationship between risks to the department's strategic objectives and tactical risks.
- Information on the department's assurance and governance approaches have been updated to reflect current arrangements and application.
- Improved guidance for users on the risk management process embedded in the procedure.
- A process to escalate tactical risks to a strategic objective risks has been included.
- A generic risk assessment plan template has been developed to support staff document the risk assessment process.

Risk appetite statement

- The risk appetite levels have been reduced to three from four, with the removal of 'cautious'.
- Each risk appetite category and related focus area has a documented risk appetite statement.

#### 3. Impacts to roles and responsibilities

Does the new/updated content change staff roles/responsibilities *in any way*? ☐ Yes ☒ No

#### 4. Communication and support for implementation

- Information about the updated ERM framework, policy and procedure will be communicated to staff through departmental newsletters.
- Information sessions for staff in divisions and regions with risk management responsibilities.

**For further assistance, please contact:**

Governance, Strategy and Planning Unit

Email: [Enterprise.RiskManagement@ged.qld.gov.au](mailto:Enterprise.RiskManagement@ged.qld.gov.au)



# Enterprise risk management policy

**Version:** 3.0 | **Version effective:** 14/07/2025

## Audience

Department-wide

## Purpose

This policy supports the Department of Education's (the department) obligations to have an effective system for risk management to support the department to achieve its strategic and service delivery objectives.

## Policy statement

The department is committed to balancing risk with opportunity to deliver high quality outcomes for children, students, our workforce and Queensland communities. Everyone in the department is responsible for risk management, including identifying and reporting risks as part of part of day-to-day activities. Risk management is integrated into all decision-making processes to support continuous improvement and deliver outcomes to meet the department's objectives. The department's approach to risk management supports how it plans, manages and delivers its services.

## Principles

Principle	What this means for the department
<b>Creates value</b>	<ul style="list-style-type: none"> <li>The department's decision-making creates and protects value, in pursuit of its strategic objectives.</li> </ul>
<b>Transparent and inclusive</b>	<ul style="list-style-type: none"> <li>The department has a strong risk culture where all are responsible for risk management.</li> <li>The department engages, collaborates and communicates with diverse stakeholders to inform and understand the department's risks.</li> <li>Human rights are considered to ensure actions and decisions are compatible with human rights.</li> </ul>

Principle	What this means for the department
<b>Integrated</b>	<ul style="list-style-type: none"> <li>Risk management is integrated into the department's governance, systems, processes and practices, including planning and decision-making.</li> </ul>
<b>Structured, systematic and timely</b>	<ul style="list-style-type: none"> <li>The department applies a structured risk process which is communicated to all staff.</li> <li>Risks are identified, assessed and monitored through a regular reporting cycle.</li> </ul>
<b>Continuous improvement</b>	<ul style="list-style-type: none"> <li>The department proactively reviews and reports risks to create a positive risk culture that is capable, innovative and accountable.</li> </ul>

## Requirements

The department is required under section 61(b) of the Financial Accountability Act 2009 (Qld) to establish and maintain a system for risk management. The department's approach and system for managing risk includes this policy, the [Enterprise risk management procedure](#), processes, and supporting information, and is represented through the [Enterprise risk management framework](#).

The department's approach and system of managing risk is based on the Australian Standard AS ISO 31000:2018 Risk management – guidelines.

Risk is integrated in all decision-making activities, and embedded within planning, performance and service delivery considerations. The department's risk management process is detailed in the [Enterprise risk management procedure](#), and its approach is guided by the following elements:

### 1. Risk environment

- The department seeks to understand the risks external to and within its operating environment in order to deliver its strategic priorities. Sources of potential risks may arise from strategy development and implementation, service delivery, and natural disasters or events beyond the department's control.
- The operating environment includes risks that have a significant impact on the department's strategic objectives (strategic objective risks) and tactical risks.

### 2. Risk appetite

- The department will accept a certain level of risk to achieve its objectives and priorities. The department's [risk appetite](#) helps guide opportunities to create value and meet objectives and ensures we always consider our areas of lowest risk appetite (enterprise risks) when making decisions.

### 3. Performance

- Risk management is integrated with planning processes to support continuous improvement and meet performance outcomes.

### 4. Assurance

- The department's systems and processes are designed to integrate risk management as part of decision-making processes to achieve outcomes aligned to objectives. This includes effective assurance of risks which is provided across three assurance lines:
  - first line: day-to-day compliance and monitoring
  - second line: corporate oversight and review
  - third line: independent assurance.
- Assurance of the department's enterprise risks is demonstrated through the [integrated assurance maps](#) (DoE employees only).

## 5. Governance

- The department takes a risk-based approach when organising and prioritising its people and resources to achieve its strategic objectives, with risk management an integral element of good governance.
- The department's strategic governance committees have the relevant information to oversee and manage risks that have a significant impact on our strategic objectives.
- Portfolio, program and project boards implement the required level of governance to manage risks throughout the project lifecycle.
- Risks are reported and escalated in line with local governance and accountability arrangements in schools, regions and divisions.

## Definitions

Term	Definition
<b>Enterprise risks</b>	<p>These are risks to the department's areas of lowest appetite which are:</p> <ul style="list-style-type: none"> <li>• child and student protection and safety</li> <li>• workplace health and safety</li> <li>• security of confidential and personal information (information security)</li> <li>• our integrity (fraud and corruption).</li> </ul> <p>Enterprise risks are risks within the strategic objective risk group.</p>
<b>Enterprise risk management framework</b>	<p>The department's approach and system of managing risk including policies, procedures, processes, and supporting information, and is represented through the <a href="#">Enterprise risk management framework</a> document.</p>
<b>Risk</b>	<p>The chance of something happening that will impact the department's ability to achieve its objectives. Risk is measured in terms of consequences and likelihood.</p>
<b>Risk appetite</b>	<p>Level of risk or opportunity the department is willing to accept in achieving its objectives.</p>
<b>Risk management</b>	<p>Coordinated activities to direct and control the department's risks.</p>

Term	Definition
<b>Strategic risks</b>	Risks to the achievement of the department's strategic objectives as determined by the executive leadership team.  Strategic risks are risks within the strategic objective risk group.
<b>Tactical risks</b>	Operational, business unit and portfolio/program/project risks.

## Legislation

- [Education \(General Provisions\) Act 2006 \(Qld\)](#)
- [Financial Accountability Act 2009 \(Qld\)](#) Part 4, Section 61 (b)
- [Work Health and Safety Act 2011 \(Qld\)](#) Part 2, Division 1, Section 17
- [Financial and Performance Management Standard 2019 \(Qld\)](#) Division 4, Section 23
- [Human Rights Act 2019 \(Qld\)](#) Division 4, Section 58

## Delegations/Authorisations

- Nil

## Policies and procedures in this group

- [Enterprise risk management procedure](#)

## Supporting information for this policy

- [Enterprise risk management framework](#)
- [Department of Education risk appetite statement](#)

## Other resources

### Enterprise risk management tools

- [Enterprise risk assessment plan template](#) (DoE employees only)
- [Enterprise risk matrix - consequence and likelihood tables](#) (DoE employees only)
- [Enterprise risk resource guide](#) (DoE employees only)
- [Integrated assurance maps](#) (DoE employees only)

### Related resources

- [Governance framework](#) (DoE employees only)
- [Strategic governance committees](#) (DoE employees only)

- [Health, safety and wellbeing management system](#) (DoE employees only)
- [Continuity, disaster and emergency management framework](#)
- [A Guide to Risk Management, The State of Queensland \(Queensland Treasury\) June 2020](#)
- Australian Standard AS ISO 31000:2018 Risk management – guidelines
- [Strategic plan](#)
- [Enterprise portfolio and planning](#) (DoE employees only)
- [Curriculum activity risk assessment](#)

## Contact

For further information, please contact:

Governance, Strategy and Planning

Email: [enterprise.riskmanagement@qed.qld.gov.au](mailto:enterprise.riskmanagement@qed.qld.gov.au)

## Review date

14/07/2030

## Superseded versions

*Previous seven years shown. Minor version updates not included.*

2.0 Enterprise risk management

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# Enterprise risk management framework

## Our approach

We are committed to balancing risk with opportunity to deliver high quality outcomes for children, students, our workforce and Queensland communities.

Everyone in the department is responsible for risk management including identifying and reporting risks as part of day-to-day activities. Risk management is integrated into all decision-making processes to support continuous improvement and deliver outcomes to meet the department's objectives.

We incorporate best practice with our legislative requirements to ensure our risk management approach supports how we plan, manage and deliver our services. Our approach and system of managing risk is based on the Australian Standard AS ISO 31000:2018 Risk management – guidelines.

## Principles

### Creates value

Our decision making creates and protects value, in pursuit of our strategic objectives.

### Transparent and inclusive

We have a strong risk culture where all staff are responsible for risk management. We engage, collaborate and communicate with our diverse stakeholders to inform and understand our risks.

### Integrated

Risk management is integrated into our governance, systems, processes and practices, including planning and decision-making.

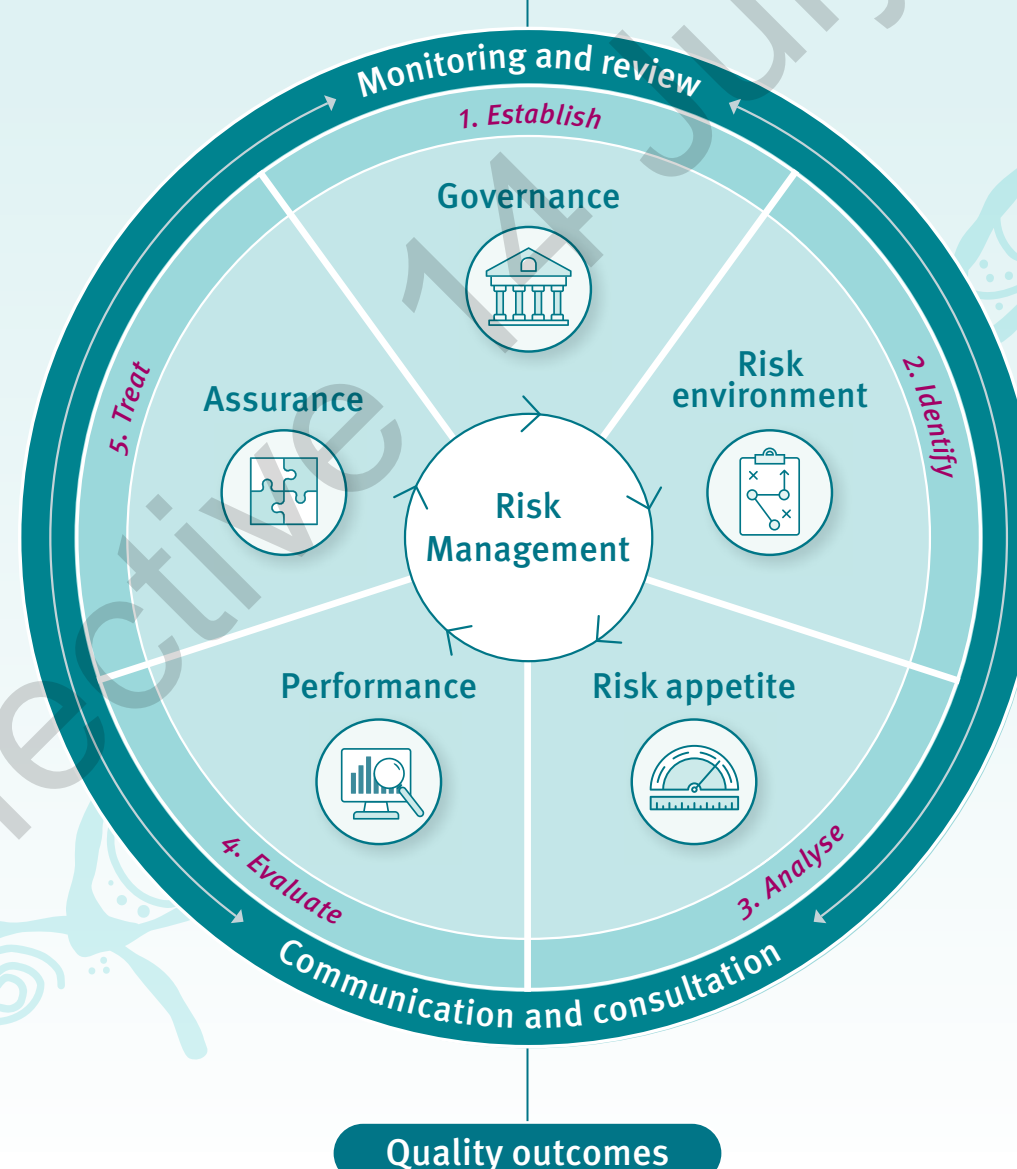
### Structured, systematic and timely

We apply a structured risk process which is communicated to all staff. Risks are identified, assessed and monitored through a regular reporting cycle.

### Continuous improvement

We proactively review and report risks to create a positive risk culture that is capable, innovative and accountable.

## Integrated risk management



## Key elements

### Risk environment

We understand the environment we operate in, which allows us to deliver our priorities and create a culture of no surprises.

### Risk appetite

We manage and respond to risks every day and always consider our areas of lowest risk appetite when making decisions.

### Performance

Risk management is integrated with planning processes to support continuous improvement and meeting performance outcomes.

### Assurance

Our systems and processes are designed to integrate risk management as part of our decision-making processes to achieve outcomes aligned to our objectives.

### Governance

We take a risk-based approach when organising and prioritising our people and resources to achieve our strategic objectives, with risk management an integral element of good governance.

## Our risk appetite

We will accept a certain level of risk to achieve our objectives and priorities. Our risk appetite helps guide opportunities to create value and meet objectives, while ensuring we consider our areas of lowest appetite.

We manage and respond to risks every day and always consider our areas of lowest risk appetite when making decisions:



**Child and student protection and safety**



**Workplace health and safety**



**Security of confidential and personal information (information security)**

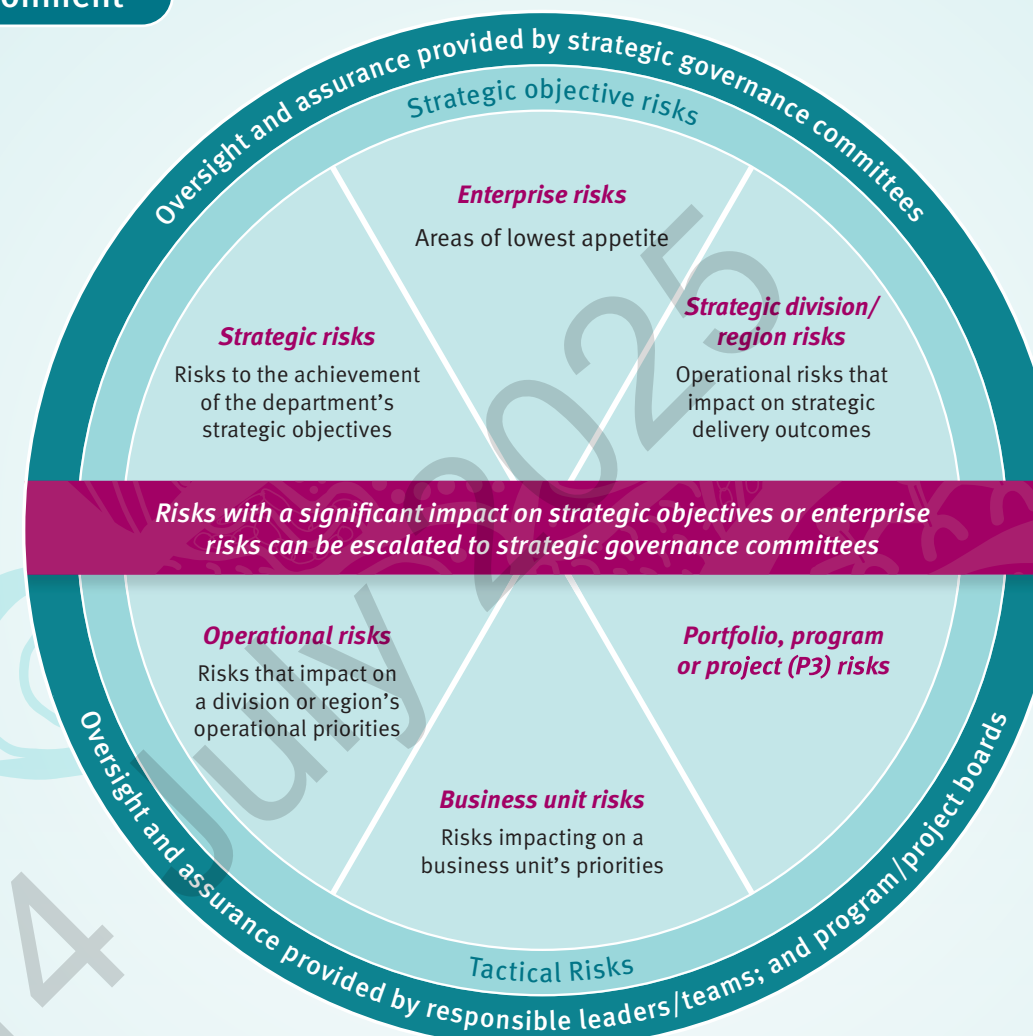


**Our integrity (fraud and corruption)**

In pursuit of quality outcomes for children, students, our workforce and Queensland communities, we comply with our legislative requirements.

We will accept a higher level of risk when pursuing innovation and opportunities to achieve our vision.

## Our risk operating environment



## Authorising environment

- Enterprise Risk Management Policy
- Enterprise Risk Management Procedure
- Enterprise Risk Appetite Statement
- Enterprise Risk Management OnePortal Homepage
- *Financial Accountability Act 2009* (Qld)
- *Financial and Performance Management Standard 2019*
- Queensland Government Guide to Risk Management
- Australian Standard Risk Management – AS ISO 31000:2018
- Governance Framework
- Strategic Plan

## Our risk management process

