

# Governance - Risk management & accountability

## Risk management

QRIDA's risk management framework supports the requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*. It is also consistent with the principles set out in AS/NZS ISO 31000:2018 Risk management – Principles and Guidelines which provides guidance to staff to implement risk management practices and facilitate an active and high-performing risk management culture.

A risk management reference group, comprised of representatives of QRIDA's business units, assists and supports the ELT, ARMC and the Board maintain an integrated risk management approach to:

- promote and further develop the risk management framework and act as risk champions to foster a culture of risk awareness and management
- review and consider the requirements and issues raised that are applicable to legislation, standards and guidelines
- effectively manage, monitor and review risk exposures and treatments
- promote emergency and business continuity management preparedness
- review fraud and corruption management practices and controls
- identify emerging risks, trends and opportunities and develop appropriate action plans to manage those risks and opportunities.

Strategies that supported successful risk management in 2021-2022 included:

- management of the QRIDA strategic and operational risk register, incorporating the status of risk treatments (reviewed quarterly by ELT, ARMC and the Board)
- implementation and reinforcement of QRIDA's risk management principles, framework, guidelines and tools to improve accessibility and enhance employee engagement. Achieved through the use of program risk management methodology to identify, manage and report on risks to significant new project initiatives
- enhancing and annually testing QRIDA's emergency and business continuity management preparedness.

## Policy framework

During 2021-2022, QRIDA continued to focus on the development and review of its corporate policies and procedures in line with the agreed cyclical work plan. This ensured ongoing compliance with legislation and government directives, audit outcomes and best practice.

QRIDA has categorised its suite of policies, procedures and frameworks into strategic and operational streams and aligned approval processes accordingly.

All approved policies and procedures are made available on the QRIDA intranet and implemented with the support of education and training, monitoring and review mechanisms.

During 2021-2022, 17 policy areas, including the corresponding policies, procedures and frameworks were developed and reviewed. The QRIDA executive approved 13 of these strategic policies or policy statements and the Board of Directors approved four.

## Right to information

The *Right to Information Act 2009* (Qld) (RTI Act) is the Queensland Government's approach to providing the community with access to information the government controls.

QRIDA supports the principles of the RTI Act through operating in an open, transparent and accountable manner while protecting the privacy of clients and staff.

QRIDA provides access to information in accordance with the legislation, as well as publishing available information on the QRIDA website.

During 2021-2022, QRIDA received two new requests for access to information in accordance with the RTI Act.

## Information privacy

The *Information Privacy Act 2009* (Qld) (IP Act) gives all members of the public a legally enforceable right to access and amend their personal information. The IP Act also requires QRIDA to safeguard the personal information it holds and only disclose such information to the individual that the information relates to, or where consent has been provided or where required and authorised under law.

During 2021-2022, there were no requests for personal information in accordance with the IP Act.

# Governance - Risk management & accountability (cont.)

## Board committees

### *Audit and Risk Management Committee*

The ARMC consists of three directors with the QRIDA Chair attending as an ex-officio member. The committee met five times during 2021-2022.

The committee undertook independent reviews during 2021-2022 to improve QRIDA's operations and outputs and advised the QRIDA Board on:

- financial statements
- risk and fraud management
- internal controls
- performance management
- internal and external audit
- compliance
- reporting.

### *Debt Management Committee*

The Debt Management Committee (DMC) includes the QRIDA Chair, the Director representing Queensland Treasury, and one other Director. Effective 1 March 2022, QRIDA Executive Leadership Team membership has been amended to observer status of the Committee. There are two advisors that participate in the committee including a representative from the Queensland Treasury Corporation and the Chief Financial Officer of QRIDA. The primary purpose of this committee is to provide debt and interest rate management oversight and governance.

The Debt Management Committee met five times during 2021-2022.

## Internal audit

The internal audit services were provided by the Vincents accounting firm during the year. This internal audit function assisted QRIDA in achieving strategic goals through reviewing internal controls and processes by providing an independent review of identified areas.

The reviews undertaken in 2021-2022 included:

- Assurance Mapping
- Farm Debt Restructure Office (FDRO)
- Rural Economic Development (RED) Grants Program.

Outcomes of these reviews highlight QRIDA's commitment to providing value for money and transparency in decision making, while the recommendations confirm QRIDA's adoption of better practice in administration.

## Information systems and recordkeeping

Information systems are managed in accordance with the Queensland Government Information Security Standard (IS18:2018) and its associated policies and guidelines.

QRIDA's Technology and Business Information (TBI) staff continue to strengthen cyber security through enhanced threat detection and response. The framework and policies associated with the QRIDA Information Security Management System (ISMS) were reviewed and updated this past year. Endpoint management via Microsoft Endpoint Manager (formerly Intune) has allowed for enhanced management of laptops and mobile phones with additional security measures in place.

QRIDA's core loans and grants system, RAPID, and its associated application portal, were tested several times over the past year to ensure they could withstand the loads thrown at them during high-intensity schemes. In particular, stress-testing of RAPID was conducted with additional disaster recovery testing also being undertaken. All tests performed extremely well and provide QRIDA with confidence that the platforms in use can support business requirements.

Recordkeeping within QRIDA is managed in accordance with the *Public Records Act 2002* (Qld), the Queensland Government Records Governance Policy and the Queensland Government Information Access and Use Policy (IS33).

Key activities undertaken in 2021-2022 to support the ongoing achievement of compliance included:

- upgrade of the electronic Documents Records Management System, including the training of staff in new functions
- preparation for the next upgrade of the electronic Documents Records Management System
- continued testing and development of security classifications, including the introduction to the broader QRIDA staff
- development of the QRIDA list of abbreviations and acronyms which has been accepted by the Information Steering Committee
- commencement of a review of the supporting material for the Recordkeeping Framework
- identification of gaps in our management of Personally Identifiable Information and a proposal put to the steering committee.

## Work health and safety

QRIDA is committed to providing a work environment which is conducive to protecting the health, safety and well-being of QRIDA workers and visitors to the workplace.

QRIDA is bound by the *Work Health and Safety Act 2011* (Qld) (WHS Act), *Work Health and Safety Regulation 2011* (Qld) and relevant codes of practice.

In applying due diligence in compliance with the Act, QRIDA conducts quarterly Work Health and Safety Committee meetings. These meetings monitor any active caseload and non-compliance activity, including safe driving practices for regionally based staff, and seek to develop process improvements to prevent future incidences. Further, the Work Health and Safety Committee seeks to proactively identify potential risks and hazards before they result in undesirable outcomes and to implement mitigation plans. This may include staff education, updating procedures and forms, as well as the procurement of necessary equipment that supports a safe workplace environment.

QRIDA remains committed to a culture of work-related driving safety. Safe work-related driving is equal in importance to any office based safe work practices QRIDA has implemented. QRIDA's culture of safety recognises the driving task is often high risk and needs to be managed appropriately.

The Organisational Development team continued to actively monitor individual care programs for employees who have experienced degrees of stress and anxiety directly and indirectly linked to the COVID-19 pandemic and other social factors. It is pleasing to note that employee relations issues under management have reduced to very minimal levels. Workplace adjustments were implemented where required and a series of staff wellness and education sessions and programs were delivered.

In 2021-2022, QRIDA continued to inform new employees about the *WHS Act* and QRIDA work health and safety policies and procedures through induction programs.

In 2021-2022 the Organisational Development team progressed a review of QRIDA's WHS framework and operating protocols. During the year WorkSafe Queensland acknowledged the progress and positive direction that has been taken and decided QRIDA had passed the 'hand-holding' stage of the process which signals the end of WorkSafe Queensland's direct involvement. QRIDA has now implemented 33 of the review recommendations. The Organisational Development team will continue to complete the remainder of the 73 original recommendations with the support of the WHS Committee.

QRIDA's Organisational Development unit has an active workplace rehabilitation and return to work system that assists injured or ill employees return to work in mutually beneficial arrangements. In 2021-2022, QRIDA's rehabilitation caseload remained at traditionally low levels with no significant expense or lost cases under management.

Influenza vaccinations were again offered to all staff prior to the onset of winter.

## External scrutiny

QRIDA complies with contractual arrangements in the delivery of schemes administered on behalf of other state, territory and Commonwealth government agencies including provisions for quality assurance of services rendered.

During 2021-2022, QRIDA was subject to an annual assurance review over the Commonwealth loan portfolio under administration. In addition to the normal assurance processes, an impairment review was conducted to ensure compliance with AASB 9 *Financial Instruments*. This assessment provided confirmation to external auditors that concessional loan balances and transactions were accurately valued in the Department of Agriculture, Water and Environment's financial statements.

## Open data

QRIDA did not undertake any consultancies, overseas travel or use of Queensland Language Services Policies in 2021-2022. Therefore, there is no requirement to publish through the Queensland Government's Open Data website ([data.qld.gov.au](http://data.qld.gov.au)).