Enterprise Risk at JCU

Introduction

Welcome to the first issue of the Enterprise Risk Fact Sheet for 2017. This communication is designed as a brief summary of risk activity taking place across the University.

The initiatives described below are part of an overarching risk management framework. The fact sheet is seen as one way of increasing risk awareness across the University over time.

Understanding Risk

Risk is defined in ISO/AS 31000 as the **"effect of uncertainty on objectives".** In an overall environment of continuing uncertainty (economic, political, technological, etc.) risk management becomes even more critical to the success of the University. All employees play an integral role in managing risk.

The University's Risk Management Policy outlines risk responsibilities from University Council, Audit, Risk & Compliance Committee (risk governance), to managers and staff (risk management).

More information can be found on the newly developed Enterprise Risk Intranet Site.

Risk Management Structure at JCU

Firstly, it is important to understand the decentralised risk management structure adopted at JCU before moving on.

The Chief of Staff is also the University **Risk Management Coordinator** and ensures the Risk Management Framework and Policy are being effectively implemented across the organisation.

Risk Champions include the four Executive Officers in the Divisions and two Directors of Operations in the Academies. The role is responsible for coordination of risk management activities within that Division.

The **Risk and Compliance Officer** was appointed in early 2016 to provide support to the Chief of Staff in promoting and developing staff capability in risk assessment, management, and assists risk champions with risk responsibilities within the Divisions.

Risk Management Programs

Risk management activities can be divided into Monitoring and Review; and Development. The **University Level Risk Assessment** is an example of a monitoring and review activity. It identifies strategic and operational risks facing the University. This risk assessment along with many others (e.g. WHS) are captured in the Riskware system. There is an enterprise risk module as well as WHS modules.

Development activities are new initiatives designed to support improved decision making and increase University resilience to external and internal shocks (cyberattack, cyclone, etc.). These initiatives include:

- Development of Risk Appetite Statements and risk tolerance settings
- Development of Key Risk Indicators and reporting dashboard
- Establishing a Business Continuity Management programme
- Strengthening the JCU Compliance Framework & reporting mechanism (monitoring and review)
- Developing Divisional Risk Registers
- Implementation of Riskware in JCU Controlled Entities

These initiatives will be explored in more detail in future Enterprise Risk communications.

Business Continuity Management (BCM)

A BCM programme is seen as critical in maintaining University capability to continue delivery of services at acceptable predefined levels following a disruptive event. Phase 1 has commenced by defining the BC Scope. The Business Impact Analysis (BIA) stage will follow and involve select groups across the University. The BIA will examine business critical functions such as specific HR processes, student management and student learning.

The BCM programme is structured with best practice in mind and follows the BCM lifecycle (depicted above).

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