



Governance - Risk management & accountability

Risk management

QRIDA's risk management framework is aligned to AS/NZS/ISO 31000:2018 Risk Management Standard 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 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 2020-2021 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 2020-2021, QRIDA continued to focus on the development and review of its corporate policies and procedures in line with a two-year 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 2020-2021, 20 policy areas, including the corresponding policies, procedures and frameworks were developed, reviewed and approved. The Board of Directors approved five strategic policies or policy statements.

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 2020-2021, QRIDA received four new requests for access to information in accordance with the RTI Act. Given the nature of the information, QRIDA was not required to provide a disclosure log.

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 2020-2021, there was one request for personal information in accordance with the IP Act.

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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 2020-2021.

The committee undertook independent reviews during 2020-2021 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. QRIDA's Chief Executive Officer, Chief Operating Officer and Chief Lending Officer are also members 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 four times during 2020-2021.

Internal audit

The internal audit services were provided by Vincents Accountants 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 2020-2021 included:

- Queensland Government's \$1 billion COVID-19 Jobs Support Loan scheme: Phase 1 Scheme compliance program
- Queensland Government's \$1 billion COVID-19 Jobs Support Loan scheme: Phase 2 – Portfolio Management
- Risk management

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 information assets have been reviewed in the past year, coincident with COVID-19 workplace challenges, and these have been expanded and strengthened. New firewalls, updated cyber threat detection and response tools and enhanced identity management frameworks have been implemented. QRIDA's core loans and grants management system, RAPID, and its associated application portal were tested during the high-intensity period when servicing the large number of COVID-19 Jobs Support Loans and Small Business COVID-19 Adaption Grants, proving the success of recent improvements to operational system scalability within the cloud environments. Microsoft Teams was recently rolled out which has improved methods of team collaboration and management and enhanced the capabilities of meetings with team members and external parties.

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).

During 2020-2021, key activities to support the ongoing achievement of compliance included:

- an upgrade of the electronic Document Records Management System (eDRMS), including training of staff in new functions
- continued recordkeeping awareness training
- development of an information asset identification register to identify the strategic information assets within QRIDA and accurately classify the security of information assets with respect to their Confidentiality, Integrity and Availability (CIA) as per the Queensland Government Information Security Classification Framework (QGISCF)
- commencement of identification and application of security classifications and Dissemination Limiting Markers (DLMs) for handling requirements for information assets
- review of the recordkeeping framework
- testing of the new eDRMS retention and disposal module
- identification of 'at risk' records and implementation of risk mitigation strategies to protect the records
- commencement of review of recordkeeping tools.



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 and seek to develop process improvements to prevent future occurrences. 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 also recognises a component for providing a safe workplace for employees is ensuring risks associated with work-related driving are managed. Over the past 12 months, staff mobility for work purposes was reduced due to COVID-19 influences. Where travel did occur, QRIDA continued to use comprehensive travel plans as well as a heightened awareness of hygiene practices and compliance with Queensland Government travel restrictions. 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.

As a follow-up to the 2019-2020 'employee care calls', the Organisational Development team continued to actively monitor individual care programs for several employees who have experienced degrees of stress and anxiety directly and indirectly linked to the COVID-19 pandemic. Workplace adjustments were implemented where required, including the establishment of a room with lowered lighting and increased privacy to assist an employee with specific coping requirements.

In 2020-2021, QRIDA continued to inform new employees about the *WHS Act* and QRIDA work health and safety policies and procedures through induction programs.

QRIDA's Organisational Development unit has an active workplace rehabilitation and return to work system that assists injured or ill employees to return to work in mutually beneficial arrangements. In 2020-2021 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 2020-2021, 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 2020-2021. Therefore there is no requirement to publish through the Queensland Government's Open Data website (www.data.qld.gov.au).