



Guideline 12.01 – Enterprise Risk Management

1. Application

This Detailed Risk Management Guideline (this Guideline) applies to all NQBP Personnel.

2. Guideline

This Guideline provides detail on the standard risk management process and must be followed for Enterprise Risk Management.

Functional risk processes should be managed as per the relevant Functional Risk procedure, framework, or management system.

Project risks should be managed as directed by the Project Management System Framework.

Where there is no procedure for risk management outlined for a functional or one-off risk process, the general process outlined under this guideline should be followed – with the exception of recording the assessment in Riskware.

2.1 Leadership and Commitment

NQBPs commitment to Risk Management is outlined through Policy 12 – Risk Management.

The Board, supported by the Corporate Governance and Planning Committee (CGAP) has responsibility for oversight of the Risk Management Framework. The CEO and ELT hold responsibility for leadership and embedding risk culture and practices. This includes responsibility for ensuring appropriate management of enterprise risk, in alignment with the Risk Management Framework.

2.2 Roles and Responsibilities for Enterprise Risk Management

Identification and management of risk is the responsibility of all NQBP Employees.

The Board is ultimately responsible for the mandate and ensuring that NQBP has in place appropriate tools, policies, procedures, and guidelines for the effective management of risk and for supporting programs to embed a risk culture within NQBP.

CGAP provides independent, expert advice and to assist the Board in discharging its risk management responsibilities. The CGAP Charter details its role in relation to the Board's responsibilities in risk management. Specific detail is documented in the Charter with respect to their reporting responsibilities to the Board.

The following table outlines the responsibilities of the NQBP Employees (excluding the Board).

Specific roles also have individual specific accountabilities and responsibilities outlined through Position Descriptions and Performance KPIs; these should be referred to for further detail.

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NQB Enterprise Risk Management Roles	
Role	Responsibility
ELT	<p>The ELT are accountable for all Enterprise Risks recorded for their areas.</p> <p>The ELT are responsible for:</p> <ul style="list-style-type: none"> - Oversight and leadership of the risk management process, including evaluating the adequacy of the risk assessments recorded for their area, control implementation and treatment action prioritisation and progress. - Ensuring that decision-making is supported by evaluation of Enterprise Risk (and other risk assessment processes) and is in alignment to the NQB Risk Appetite. - Identifying and recommending additional assurance for controls/control frameworks where ineffectiveness has been identified.
Senior Manager Risk and Assurance	<p>The Senior Manager Risk and Assurance is responsible for development, implementation, and maintenance of the NQB Risk Management Framework and Enterprise Risk processes.</p> <p>The Senior Manager Risk and Assurance is responsible for development and implementation of 2nd line risk assurance processes through monitoring, risk reporting and, as recommended by the ELT, control testing.</p> <p>The Senior Manager Risk and Assurance is responsible for the completion of 3rd line assurance through the completion of the Internal Audit Plan.</p>
Senior Managers	<p>Senior Managers are responsible for:</p> <ul style="list-style-type: none"> - Oversight and management of all Enterprise Risks recorded for their team. This includes ensuring accuracy of the risk assessments recorded for their area, control implementation and treatment action prioritisation and progress. - Ensuring that decision-making is supported by evaluation of Enterprise Risk (and other risk assessment processes) and is in alignment to the NQB Risk Appetite. - Ensuring that Functional Risk processes and/or Project Risks in their area (management systems, frameworks, plans, etc) inform Enterprise Risk, escalate material risks, and are developed and implemented in a manner which supports both vertical and horizontal communication of risk information. - Identifying and communicating where ineffectiveness of controls which requires further analysis or action.
All Employees	All Employees are responsible for communication regarding risk and participation in risk management processes as relevant.
Assigned Roles under the Enterprise Risk Assessment Process	

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Risk Owner	<p>The Risk Owner is the role with the accountability for first line oversight and management of an Enterprise Risk.</p> <p>The Risk Owner is responsible for monitoring the risk, conducting scheduled reviews, and reviewing and updating the risk assessment when change occurs (including where there is greater uncertainty).</p> <p>The Risk Owner is responsible for consulting Control Owners and Treatment Action Owners to ensure the risk assessment is accurate and to monitor progress of treatment actions.</p> <p>The Risk Owner is responsible for communicating to the relevant ELT member if:</p> <ul style="list-style-type: none"> - The risk becomes a Material Risk - Treatment actions are not progressing as expected - If key controls are not effective or additional assurance may be required to determine effectiveness - Any other matter which indicates a change to NQBPs risk management or risk profile
Key Control Owner	<p>A Key Control Owner is responsible for implementation of an identified risk control, this will be part of their normal accountabilities (it is not an additional responsibility).</p> <p>The Key Control Owner is responsible for communicating with the Risk Owner regarding control changes and effectiveness and ensuring 1st line assurance activities are undertaken.</p>
Risk Treatment Action Owner	<p>A Risk Treatment Action Owner is accountable for managing the completion of a specific risk treatment action (all risk actions are part of normal risk mitigation or opportunities exploitation).</p> <p>The Risk Treatment Action Owner is responsible for updating the progress of the Treatment Action.</p> <p>The Risk Treatment Action Owner is responsible for communicating with the Risk Owner where there are changes to the action or timeframe.</p>

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2.3 Enterprise Risk and the Enterprise Risk Register

All Enterprise Risks are identified, analysed, evaluated, recorded, and monitored through the process outlined in this guideline. All Enterprise Risks are recorded in a central Risk Register through the supporting IT system, Riskware.

The Enterprise Risk Register, that is the collection of NQBPs risks, is a critical tool, providing oversight and analysis abilities for NQBPs Risk Profile. This includes providing capabilities to provide assurance and analysis of controls and mitigating actions in response to specific risk sources arising from internal factors and external environments and events.

2.4 The Risk Management Process

2.4.1 Scope and Context

The scope of NQBPs Enterprise Risk Register is risks which, if materialised, would adversely affect NQBPs achievement of objectives. Further detail is provided below regarding the granularity at which risks are defined.

The scope of the NQBPs Enterprise Risk identification acknowledges that risks may have both internal and external sources and that this will influence the available and practicable controls and mitigating actions.

2.4.2 Risk Identification and Defining a Risk

Enterprise Risks are risks which, if realised, would impact NQBPs continued operation and services or achievement of strategic objectives. There are two types of Enterprise Risk:

- **Strategic Risk:** The risk of internal and/or external factors on the achievement and direction of NQBPs Strategy.
- **Operational Risk:** Risk arising from ineffective or failed internal processes, people, systems, or external events that disrupt business operations, cause harm and/or financial loss. These risks may be an aggregated reflection of functional risk assessments, where these exist.

Enterprise Risks should be recorded at the highest level practicable to allow for oversight and analysis of accountability for risk management and control frameworks. The description should allow for new risk sources to be captured under existing risks.

The risk description should describe the occurrence/circumstance, this should not include a control failure, cause, or specific consequence. In general, for NQBP this means an Enterprise Risk:

- Will not usually include something which is rectified or eliminated by a singular set of actions (e.g., “Ineffective procedure”) – these are captured by business-as-usual activities, within functional risk frameworks or through specific projects.
- Will not generally include a specific scenario risk managed by a functional framework (e.g. slips, trips and falls, asset degradation) – these risks are aggregated to broader risks.
- Will not be a point in time event which influences multiple risks, this is a risk source (e.g. cyclone/weather, pandemic, system failure) – these are captured within multiple risks as risk sources.

New Enterprise Risks generally arise from significant change to NQBP. A change in the external environment or pressures or a major internal change/event in most instances is captured through existing risk assessments as a risk source or an increasing/decreasing risk rating.

All new Enterprise Risks must be communicated to and approved by the ELT Member for the relevant team (approval of new Enterprise Risks is automated workflow in Riskware, however communication and discussion must occur outside of this workflow prior).

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2.4.3 Risk Analysis

2.4.3.1 Identifying Risk Sources/Causes

Risk analysis provides an understanding the severity of the risk, both understanding the causes/sources and the controls.

A risk source or cause is the failure point, event or factors which influence the identified Enterprise Risk. A risk source may be:

- External events or drivers (e.g., economic change, events of nature, stakeholder activity or decision, regulatory or policy change)
- A failure, error or omission of physical controls, processes, or systems (e.g., unexpected asset failure/damage, ICT system failure/compromise, absence of procedure)
- Internal events or drivers (e.g., change, people/behaviours)

The recorded risk sources in the Enterprise Risk assessment do not need to be exhaustive, the assessment should include foreseeable sources/causes which have a notable level of influence on the risk (e.g., change the likelihood or consequence of the risk).

The risk sources allow Enterprise Risk to remain dynamic and are, in most cases, the drivers of change to NQBP's risk profile.

Once risks have been identified and described, it will be necessary to document the controls currently in place to mitigate the identified risk.

2.4.3.2 Identifying Risk Controls

A risk control is something in place which reduces the likelihood and/or consequence of the identified risk. Whilst controls will sometimes be specific to one risk, there are many controls which manage multiple risks. To assist in “categorising” controls NQBP has standard control library. The control library broadly includes (but is not limited to) the following types of risk controls:

- Policies, Procedures, Standards and Guidelines
- Other guiding documents outside of the above which have associated implemented controls/processes (e.g. the NQBP Strategic Plan, the Instrument of Delegation)
- Management Frameworks and Systems (these may outline both process and physical controls)
- IT System Controls (process and/or approval workflows, system highlighting, system-based reporting)
- ICT Security
- Contracts/Agreements
- Physical Controls
- Approved, active plans which outline processes which aim to manage risk (Long Term Port Development Plans, Maritime Security Plans, etc)

It is noted that there are many activities which aim to improve risk knowledge or once completed will reduce risk are not ongoing controls, these can still be recorded as risk treatment actions. However, these activities should not be included as risk controls. Risk mitigating and informing actions which may be risk actions but will not become risk controls include:

- Studies, investigations, reviews, or reports which provide a point in time analysis of the activity, process, asset, or scenario – these inform the risk but are not ongoing controls.

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- A one-off change or improvement (e.g., upgrade to a system, change to an asset) – these mitigate risk but should only be considered a new control if they provide ongoing processes for risk control, rather than a one-off reduction in risk.

Where a control is a key control (that is without this control effectively operating the risk rating would increase), this should be clear within the Risk Assessment.

2.4.3.3 Evaluating Control Effectiveness

The Control Effectiveness is given a rating based on the following criteria:

Control Effectiveness Rating	Definition
Fully effective	Control/s in place are robust enough to manage foreseeable risk scenarios with minimal change to the risk rating. An ongoing monitoring system or assurance processes are in place to ensure the control/s remain effective.
Substantially effective	Control/s in place provide a reasonable certainty of control, although will not allow management of all potential risk events. Assurance or monitoring of the control/s occurs at regular intervals but may have small time periods in which control failure is not identified.
Partially effective	Control/s in place are sufficient to mitigate risk for some foreseeable risk events/scenarios but may not prevent a risk event or significantly reduce/eliminate severity of the impact. Limited or ad hoc monitoring or assurance of this control exists.
Ineffective	Control/s mitigate risk in limited scenarios, or the effectiveness is unknown. Control/s are outside of direct operational control of NQBP where NQBP can only exercise a level of influence.

This assessment should generate discussion regarding additional controls for consideration, which are to be included in the treatment plan. Analysis of the existing controls assists in determining the current risk rating.

2.4.3.4 Measuring Risk (using the NQBP Risk Matrix)

The NQBP Risk Matrix is attached at Appendix 1 – this contains full descriptions of each likelihood and consequence category.

The NQBP Risk Matrix determines the “risk rating” or severity based on a calculation of Consequence x Likelihood. The NQBP Risk Matrix provides a tool for the assignment of a risk rating by using the consequence category descriptors and the likelihood category descriptors.

Risks are measured against criteria for consequence and likelihood by referring to rating scales. Likelihood can be rated from Rare to Almost Certain and Consequence can be rated from Insignificant to Catastrophic.

The NQBP Risk Matrix includes 5 consequence categories:

- **Port Business:** Measure of financial impacts.
- **Port Operations:** Consequences which impact operation of the port including asset damage, security, business interruption is assessed using this consequence category.
- **Environment and Heritage:** This category should be used for assessment of environment and heritage impacts including physical or threatened harm or disturbance and compliance to approvals or legislation.

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- **Health and Safety:** This category provides assessment of health and safety impacts to persons or notifiable safety incidents.
- **Stakeholders:** The Stakeholder assessment includes measures of impacts to Government, Media (NQBPs Reputation), Community and Customers.

Where the **consequence** levels for a risk span more than one type of consequence, each consequence category should be assessed. Riskware will automatically provide a score which represents the highest consequence selected.

Descriptors are designed to provide guidance and may not perfectly describe the consequence of the risk identified. Where there is ambiguity the category which is closest to the most realistic foreseeable consequence should be selected.

2.5 Risk Evaluation

The purpose of the Risk Analysis process is to ensure that risks can be prioritised, and appropriate controls can be developed as required.

The risk rating provides a structure of evaluation and should be used to guide treatment actions and understand communication required:

Current Risk Rating	Reporting and Control Requirements
Extreme	<p>Continuous monitoring. Risk should be raised directly to ELT and if it relates to a new activity the activity should not proceed until the risk rating can be lowered below tolerance and ELT approve. Reported to board and relevant Committees.</p> <p>The risk rating must be reduced through immediate action.</p> <p>In normal conditions NQBP would not have any Extreme Enterprise Risks – this level of risk represents, in most instances, a crisis, emergency or cessation of operations.</p>
High	<p>Reported to ELT, Board and relevant Committees.</p> <p>Controls monitored through review and assurance processes considered through NQBP Assurance Map.</p> <p>Risk Treatment Actions must be assigned. These actions must aim to reduce the risk rating, targeting below risk tolerance.</p>
Significant	<p>Reported to ELT, Board and relevant Committees.</p> <p>Controls monitored through review and assurance processes considered through NQBP Assurance Map.</p> <p>Risk Treatment Actions must be assigned. These actions must aim to reduce the risk rating, targeting below risk tolerance.</p>
Moderate	<p>Reported to ELT, Board and relevant Committee where outside NQBPs Risk Appetite.</p> <p>Monitored by Management and Risk Owner. Overseen by ELT.</p> <p>Risk Treatment Actions should be considered where there is known vulnerability in controls or where there is a gap in understanding of vulnerability or impact.</p> <p>Where the risk event is not within NQBPs risk appetite or tolerance statements Risk Treatment Actions must be assigned, irrespective of Risk Appetite category – (e.g. Fraud risk event, Compliance risk event)</p>
Low	<p>Monitored by Risk Owner. Overseen by ELT.</p> <p>Risk Treatment Actions will not be required if the risk is within the NQBPs Risk Appetite – e.g. the risk is considered managed by “business as usual” controls.</p>

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Very Low	<p>Monitored by Risk Owner. Overseen by ELT.</p> <p>Risk Treatment Actions will not be required if the risk is within the NQBPs Risk Appetite – e.g. the risk is considered managed by “business as usual” controls.</p>
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The risk rating drives communication, monitoring and reporting processes as outlined above.

2.1 Risk Treatment

The risk evaluation process should guide the risk treatment actions, as outlined above. Risk Treatment Actions should be achievable, respond to the priority of the risk and specific tasks which can be completed within a determined timeframe.

The Risk Owner is to determine the risk treatment actions in consultation with the involved action owners and monitor action progress. An effective Enterprise Risk Treatment Action has the following characteristics:

- It is not an action for a specific NQBP incident or project that is managed through another functional risk/incident management processes.
- It is specific and refers to actions that are understood by the Action Owner; and
- The due date is realistic and accounts for other organisational priorities.

Treatment Actions generally will fall into the following:

- **Projects identified through the SCI and Strategic Planning process:** The Statement of Corporate Intent represents agreement to the major activities, objectives, policies, investments, and borrowings for the financial year. The Strategic Planning process also identified non-SCI projects which are critical to supporting delivery of the Corporate Plan. As such, both SCI Projects and Strategic and Operational Projects (Non-SCI) represent risk treatments (or opportunity actions) and must be included as risk treatments.
- **Specific improvement or remedial actions:** Actions being undertaken to improve risk controls where ineffectiveness has been identified for example one-off/major Plan, Framework or Procedure/Process reviews, upgrade/change to assets, new physical controls, or new commercial arrangements. These actions are those which are outside of business as usual (e.g., not part of normal continual improvement or maintenance) and form a specific, finite action/set of actions.
- **Investigations to inform risk understanding:** Actions which aim to improve understanding of risk or offer an analysis of treatment options may also be included as treatment actions.

On completion of treatment actions only those where a new, ongoing process or physical control has been added should be included as a new control.

The target risk rating should be assessed following assignment of risk treatment actions.

2.6 Monitoring and Review

Monitoring is the continuous responsibility of the Risk Owner and ELT. The Risk and Assurance Team support and provide guidance through monitoring of internal and external changes, overdue reviews and actions – this is primarily communicated through ELT Risk Reporting.

Risk Reviews are also scheduled based on the risk rating. The risk review process is the responsibility of the Risk Owner and should include reviewing the currency and adequacy of the risk description, assessment, rating, and treatments (including timeframes) along with the action progress. The Risk Review process provides a formal method of recorded monitoring of all risks at timeframes set based on risk rating. Risk review timeframes are as below:

Risk Rating	Review Period
Very Low	Yearly

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Low	6 months
Moderate	3 months
Significant	1 month
High	1 month
Extreme	1 week

Risk Review Workshops

Where a greater level of analysis is required a Risk Review Workshop may be held. This workshop should be facilitated by someone who is appropriately competent in the NQBP risk management process.

Risk review workshops may be scheduled (e.g. Fraud Risk Review) or project based. They may also arise due to incidents or emerging issues.

Workshops should include relevant technical specialists and internal stakeholders, as required, the Risk and Assurance Team may also assist in facilitation.

Annual Review Workshops are facilitated for each area/Risk Owner by the Risk and Assurance Team.

Control Monitoring and Risk Assurance

All controls should be monitored to ensure they remain effective, this assessment should be undertaken during the risk review process.

NQBP follows the three lines of defence model and monitors assurance activities through the NQBP Assurance Map (and associated review process). The ongoing/scheduled assurance required for each area/process will be determined based on several elements:

- The Enterprise Risks as relevant to the process/area/function, the key controls relevant to those risks and the risk rating.
- Significant change to control frameworks or key controls which is untested or where the effectiveness of the new control is not well understood.
- Areas where there have been recurrent incidents/events.

1st line assurance: This includes inspections, reviews, audits, approval workflows managed within business-as-usual processes designed to test control effectiveness, identify risk events (non-compliance, etc) or changes to the risk environment.

2nd line assurance: Management review through regular ELT oversight and Board/Committee oversight, this is facilitated by the Risk and Assurance Team.

3rd line assurance:

- **Internal Audit:** Risk Assurance may also occur through the NQBP Internal Audit Program, the areas for internal audit are determined by the AFRMC on a 3-year rolling schedule. This function is administered by the Risk and Assurance Team, however, sits independently to the Risk Management Framework.
- **External Audit or Certification:** Including, but not limited to, QAO audit, Standards or Regulatory audits.

Further monitoring occurs through the reporting mechanisms outlined under section 2.9 Recording and Reporting.

2.7 Communication and Consultation

Communication processes are to be undertaken throughout the risk management process.

Parties for consultation should always include Risk and Action Owners, these communication processes should be outside of Riskware and engage these parties at a level to ensure the risk assessment is accurate. The responsible ELT Members and/or Managers must also be consulted during the process (based on risk rating).

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Riskware workflows do not replace the need to communicate directly with parties involved

2.8 Recording and Reporting

Recording of all risk assessment information is to be undertaken through Riskware which is NQBP’s central database for risk information.

A range of reporting is undertaken based on risk severity and risk type.

Risk reporting occurs on a scheduled basis from the Risk and Assurance Team to the Board, Committees and to the ELT.

In addition to this the Enterprise Risk Register can be continuously monitored by the ELT to ensure that risks are reviewed, and treatments undertaken to schedule. ELT also maintain visibility and accountability over all risks to ensure accuracy and currency.

Table 6 – Risk Reporting

	Reporting Type	Other Reporting (Ad Hoc/ On Request)	Reporting timeframe
Board	Material Risks	Risks of lower severity / New risks and Issues / Incidents as determined by the Board.	Monthly Board Reporting.
CGAP	Material Risks and general commentary on risk profile change.	Risks of lower severity / New risks and Issues / Incidents as determined by CGAP.	Quarterly.
ELT	Material Risks and commentary on risk profile changes. All Enterprise Risks owned by the business areas are to be overseen by the individual ELT member.	All risks are to be overseen by ELT members.	Monthly (ELT meeting standing agenda item).

Other project or activity specific reporting should be undertaken as per the Project Management Framework or other procedure or guiding management system.

3. Management Policy, Procedure and Legislative Framework

NQBP is a Government Owned Corporation and a port authority and is required to comply with its own policies, prescribed applicable legislation and State Government policies and procedures.

This Guideline should be read in conjunction with:

- a. Policy 12 – Risk Management
- b. Procedure 12.01 – NQBP Risk Management

4. Guideline Review Date

This Guideline should be reviewed by 30 December 2025.

5. Definitions

NQBP: means North Queensland Bulk Ports Corporation Limited ACN 136 880 128.

Contractors: means contractors or consultants engaged by NQBP under a personal services consultancy agreement or other similar arrangements.

NQBP Employee: means employees and Contractors of NQBP but does not include NQBP directors.

NQBP Personnel: means NQBP officers (for example NQBP directors) and NQBP Employees.

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Appendix 1 – NQBP Risk Matrix*

*The NQBP Project Risk Matrix should be used for Project Risk – this outlines further consequence descriptors for Quality, Schedule, and Budget.

		Likelihood rating				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	Catastrophic	Moderate (15)	Significant (19)	High (22)	Extreme (24)	Extreme (25)
	Major	Low (10)	Moderate (14)	Significant (18)	High (21)	Extreme (23)
	Medium	Very Low (6)	Low (9)	Moderate (13)	Significant (17)	High (20)
	Minor	Very Low (3)	Very Low (5)	Low (8)	Moderate (12)	Significant (16)
	Insignificant	Very Low (1)	Very Low (2)	Very Low (4)	Low (7)	Moderate (11)

Likelihood Descriptors:

Likelihood Rating	Rare	<5% Probability / Once each 25 years May occur in a combination of exceptional circumstances.
	Unlikely	5 - 20% Probability / Once each 5 years Unlikely to occur, but has known occurrences in infrequent circumstances
	Possible	20 - 50% Probability / Once a year The event has occurred in similar industry organisations and could be expected to occur given the right circumstances/conditions. It is foreseeable but not the most likely outcome
	Likely	50 - 90% Probability / Once a month There are known occurrences in normal circumstances/ conditions. This could be expected to occur and is a reasonably foreseeable outcome/event.
	Almost Certain	>90% Probability / Once a week Expected to occur on every occasion in normal conditions /circumstances

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Consequence Descriptors:

		Consequence				
		Health and Safety	Stakeholders	Environment and Heritage	Port Business	Port Operations
Consequence rating	Catastrophic	Multiple fatalities from any one event. Permanent disability or incurable illness of >1 person resulting from a single event.	Media: Headline media coverage, international interest. Government: Full loss of confidence and NQBP dissolved/merged. Customer: Impact caused by NQBP leading to cessation of customer/s operations Community: Permanent impact to normal activities or wellbeing of community/region caused by NQBP	Environment: Irreversible environmental harm (cumulative or immediate) caused by port activities. Unable to be remediated. Compliance: Non-compliance leading to revocation of approval. Heritage: Impact to heritage effecting NQBP tenure/claim. Destruction of heritage place, structure, artefact or permanent disruption of custom or value.	Accumulated Cost &/or Revenue Impact of Greater than \$50M	Business Interruption: Complete service cessation of operations at one or more ports for greater than one year. Asset Damage: Critical asset(s) destroyed at more than one port. Security: Security event occurs at one port ceasing operations for more than six months or multiple ports for more than one month.
	Major	A single fatality or an incident resulting in permanent disability, injury or incurable illness of one person.	Media: Headline media coverage, repeat coverage, national coverage Government: Direct ministerial involvement in NQBP operations or parliamentary discussion. Ministerial censure. Customer: NQBP at fault or unresolved complex issues. Measurable impact to major customer. Community: Perceived or real severe disruption to community wellbeing/amenity caused by NQBP.	Environment: Environmental harm (cumulative or immediate) caused by port activities outside port limits requiring extensive remediation, ongoing monitoring and additional resourcing. Compliance: Penalty or prosecution and/or approval suspended until remedial actions complete. Heritage: Destruction of heritage place, structure, artefact or permanent disruption of custom or value.	Accumulated Cost &/or Revenue Impact of \$10-50M	Business Interruption: Partial service cessation to one or more ports for one month to a year. Asset Damage: Critical asset destroyed or damaged rendering it unavailable for six months or more. Security: Security event occurs at multiple ports causing manageable operational impact.
	Medium	A notifiable incident*	Media: Repeated media coverage non-headline Government: Direct ministerial interest. Customer: Impact to customers negligible, causing only minor operational changes or delays Community: Perceived or actual disruption to community amenity/ creation of nuisance.	Environment: Environmental harm (cumulative or immediate) directly attributable to port activities. Remediation within port limits. Full remediation expected and minimal ongoing monitoring. Compliance: Non-compliance to approval or legislative standard, requiring notification. No penalty incurred. Heritage: Perceived damage or actual short-term impact to heritage place, structure, artefact, or custom or value.	Accumulated Cost &/or Revenue Impact of \$1-10M	Business Interruption: Impact resulting in reduced service or operations. Total cessation causing interim loss to external parties. Temporary changes to normal operations are required to manage impact. Asset Damage: Damage to critical asset resulting in restricted function or temporary loss of use. Damage or loss a significant number of non-critical assets and impacting planned work. Security: Security event occurs at one port.
	Minor	Medical treatment of in injury or illness that is not a notifiable incident.	Media: Local one-off media coverage. Government: Ministerial briefing/enquiry Customer: NQBP at fault but resolved in short term. No impact to customer operations. Community: Localised disruption to a small section of community amenity for a defined, short period of time.	Environment: Short-term environmental harm within port limits. Full remediation can be undertaken using existing resources and processes and completed in short-term. Compliance: Administrative non-compliance, no penalty incurred. Heritage: One off or short-term disruption or impact to heritage place, structure, artefacts, value or custom during a defined period.	Accumulated Cost &/or Revenue Impact of \$100k-1M	Business Interruption: Some impact to operations or service including delays and service quality at one port but impact can be managed by normal operations (for a period up to 2 days) Asset Damage: Damage or loss of asset/s which can be replaced or repaired in short term. Security: Security threat exists at one port but is able to be managed through current processes.
	Insignificant	First Aid Treatment or Report Only. Minor injury or discomfort no treatment or measurable physical effects.	Media: Minimal or no media coverage. NQBP not at fault or perceived at fault. One-off minor impact to stakeholders/community.	Environment: No measurable environmental harm, contained event. No remediation required, impact able to be mitigated during event/occurrence. Compliance: No non-compliance or notification required. Heritage: No damage to heritage place, structure, artefacts, value or custom.	Accumulated Cost &/or Revenue Impact of <\$100k	Business Interruption: Minor disruption operations or service at one port (part of a day). Impact can be managed by routine operations. Asset Damage: Minor damage to asset with no impacts on use or with replacement available. Security: No evident security threat.

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