FOOD STANDARDS
Australia • New Zealand
Te Mana Kounga Kai - Ahitereiria me Aotearoa

Risk Management Policy

17 September 2025

Board of Food Standards Australia New Zealand (FSANZ)
Effective date: 17/09/25
Review date: 16/09/26

1. Purpose

This policy sets out the Board's commitment to proactively identify, assess and manage risks which may prevent us from achieving our strategic goals and objectives. It supports FSANZ to meet compliance obligations and effectively contribute to the Food Regulation System.

2. Scope

This policy applies to all employees of FSANZ, and to all activities undertaken in the course of fulfilling agency requirements under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Food Standards Australia New Zealand Act 1991* (FSANZ Act).

FSANZ is an Australian Government agency with operations across both Australia and New Zealand. We are obligated to manage risk in line with the Australian Government legislation and guidance, recognising the New Zealand risk environment is factored in to our broader approach to risk management.

3. Policy statement

The Board recognises that identifying and managing risk is integral to delivering high-quality, evidence-based food standards and food safety advice. We are committed to continual improvement through embedding risk management into governance, strategic planning, operational delivery and decision-making.

4. Objectives

This policy aims to:

- Ensure real or apparent risks are identified, assessed and managed proactively and consistently
- Promote a risk aware culture throughout the agency
- Ensure accountability and transparency in risk related decisions
- Meet the requirements under the applicable legislation, government policy and internal controls
- Provide a way to connect risk management, compliance and audit programs
- Support resilience, continuous improvement and service delivery
- Ensure adequate resources and capabilities are allocated towards risk management.

5. Risk management vision

The Board has established the following vision for risk management at FSANZ:

To deliver world-leading safe food standards and regulatory coordination functions, underpinned by proactive enterprise risk management.

6. Principles

Risk management at FSANZ is enterprise-wide and:

- integrated into all aspects of agency operations and governance
- structured, comprehensive and customised to FSANZ's internal and external context
- dynamic, inclusive and responsive to change
- transparent, evidence based and subject to regular review.

By applying these principles, FSANZ aims to make informed decisions, protect value and support the achievement of its strategic and operational objectives.

The ISO31000:2018 principles of risk management apply to managing risk at FSANZ:
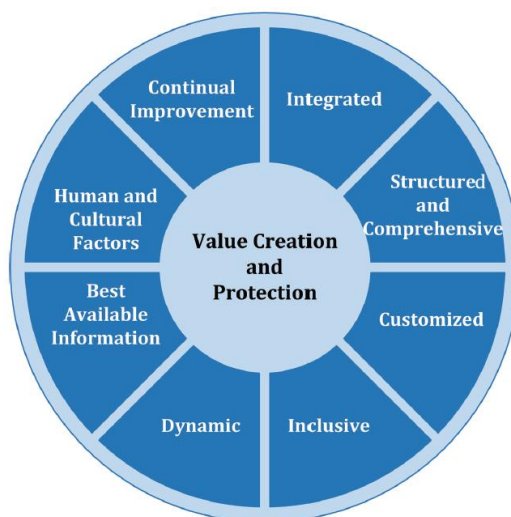

Figure 1   *Principles of Risk Management*

7. Risk Appetite Statement

The Board's Risk Appetite Statement (the Statement) sets appetite for risk, describing the amount and types of risk the Board is willing for FSANZ to accept in order to achieve its objectives. All risks must be considered in relation to risk appetite, and those exceeding acceptable thresholds must be escalated as outlined in the Risk Management Guideline.

The Risk Appetite Statement is available at Attachment A and published here[1].

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[1] https://www.foodstandards.gov.au/about-us/board/risk-appetite

8. Roles and responsibilities

FSANZ establishes clear roles and responsibilities for risk management at strategic and operational levels. These are detailed in the agency's Risk Management Guideline and summarised below.

Accountable Authority / Board	Accountable for establishing and maintaining effective risk management across the organisation, in line with statutory obligations and the agency's strategic outcomes.
Finance, Audit and Risk Management Committee	Provide independent assurance and oversight on the Risk Management Framework. Reviews key risks.
Chief Executive Officer and General Managers	Provide strategic and operational leadership, ensuring risks are considered in planning, decision-making and resource allocation activities.
Section Managers	Promote a positive risk culture and ensure risks within their areas of responsibility are identified, managed and escalated appropriately.
All staff	Understand and apply risk management principles in their work. Report new or emerging risks relevant to their roles.

9. Risk management process

The FSANZ risk management process aligns with ISO31000 and includes:

1. **Risk identification** – recognising sources of uncertainty or potential harm
2. **Risk analysis and evaluation** – assessing likelihood and impact, prioritising risks
3. **Risk treatment** – determining risk mitigation strategies or controls
4. **Monitoring and review** – regular oversight of risk controls and changes in risk exposure
5. **Communication and consultation** – engaging stakeholders at every step.

10. Compliance and assurance

FSANZ is committed to maintaining compliance with all applicable legislation, regulations and internal policies related to risk management. FSANZ management is responsible for promoting a culture of compliance and ensuring risks are managed in a way that supports good governance, integrity and public accountability.

To support this, FSANZ implements assurance mechanisms to verify risks are being effectively identified, assessed and managed. Internal audit provides independent oversight of risk management activities, including control effectiveness and risk-reporting. Risk-related compliance will be periodically reviewed and monitored to ensure adherence to this policy and to support continuous improvement of the risk management system.

11. Review and evaluation

This policy will be reviewed at least every year or when there are significant changes to the agency's structure, legislative obligations or risk environment.

12. Legislation and related documents

FSANZ's approach to risk management is aligned with the principles of the International Standard ISO31000:2018 Risk Management – Guidelines, and complies with applicable legislative and regulatory requirements, including the Public Governance, Performance and Accountability (PGPA) Act 2013 and the FSANZ Act 1991. The Risk Management Framework outlines how this will be implemented in practice.

Related documents include:

- FSANZ Risk Management Guideline
- FSANZ Finance, Audit and Risk Management Committee Charter
- FSANZ Board Charter
- FSANZ Board Governance Manual

Approved by: Chair of FSANZ Board

17 September 2025

Attachment A

FSANZ Risk Appetite Statement (March 2025)

"The FSANZ Board has established a low to moderate risk appetite for the majority of risks associated with identified agency activities. The Board has no appetite for risk associated with workplace health and safety for staff, Commercial Confidential Information and misconduct, fraud, harassment or discrimination. The Board has moderate to significant appetite for risk for activities and processes which advance enhancement of staff wellbeing, improve organisation culture and support innovation outcomes. Unacceptable risk is anything that exceeds the risk tolerance."

The full statement is available on the FSANZ website at: https://www.foodstandards.gov.au/about-us/board/risk-appetite