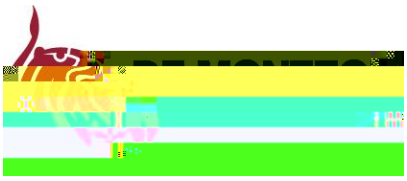

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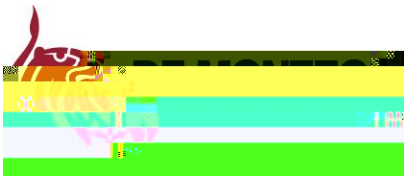


1

1.1 The Risk and Enterprise Resilience Policy (the Policy) details De Montfort Universityôs (the Universityôs) risk and enterprise resilience management framework and associated governance structure. The Policy sets out the Universityôs approach to *enterprise resilience* in order to best achieve its strategic objectives and to ensure the continuity of business-critical activities.

1.2 The Policy will be referred to

1.2.1 By any member of staff involved in making decisions that could have a material impact on the Universityôs resources.

1.2.2 For the risk management framework (the Framework);

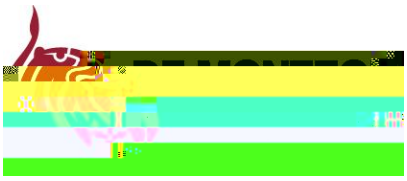
1.2.3 For the risk and enterprise resilience governance architecture;

1.2.4 For the Universityôs approach to enterprise resilience, which ensures threats to strategic objectives and business-critical activities are appropriately managed.

1.3 The Policy uses the following definitions when referencing risk and enterprise resilience:

1.3.1 ***Risk***: The threat or possibility that an action or event will adversely or beneficially affect an organisationôs ability to achieve its objectives.

1.3.2 ***Enterprise Resilience***: The ability of an organisation to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper. Resilience encompasses proactive measures to reduce a likelihood of occurrence (e.g.,



3

3.1. The following principles provide the University's overarching approach to risk and enterprise resilience management. These principles shape and define the Policy to ensure a fit-for purpose, clear, and flexible approach to risk and enterprise resilience at the University.

Principle 1: Governance architecture

3.2. The University will apply a strong governance structure to prepare for and reflect on risk and enterprise resilience. This is achieved by:

3.1.1 Assigning and aligning responsibilities for individuals and committees, providing accountability for risk and enterprise resilience management across the University. This includes the responsibilities required of the Board of Governors.

3.2.1. Integrating risk management and controls within existing systems and processes.

3.2.2. Facilitating the assessment of risk and providing appropriate responses to emerging risks (including mitigation) outside of risk appetite.

3.2.3. Providing assurance regarding the extent of compliance with the Policy.

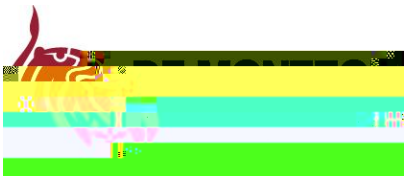
Governance architecture in practice

3.3. The University's risk and enterprise governance architecture ensures there are clear lines of accountability, communication and the permeation of decision-making across different hierarchical layers. The expectation of individual committees is detailed below.

Board of Governors

3.4. The Board of Governors will:

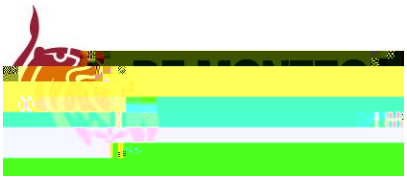
3.4.1.1 0 595.32 841.41.900Q0.000008871 0 595.32 841.92 reW*nBTF1 12 Tf1 0 0 1 216.41 296.33 T



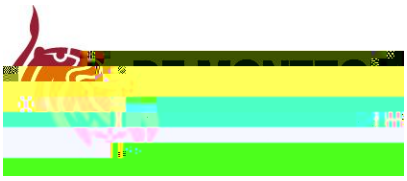
Audit Committee

3.5. Audit Committee will:

3.5.1. Consider risk alongside performance management bi-annually, paying particular focus to changes to the Universityôs risk landscape,



3.13.2.



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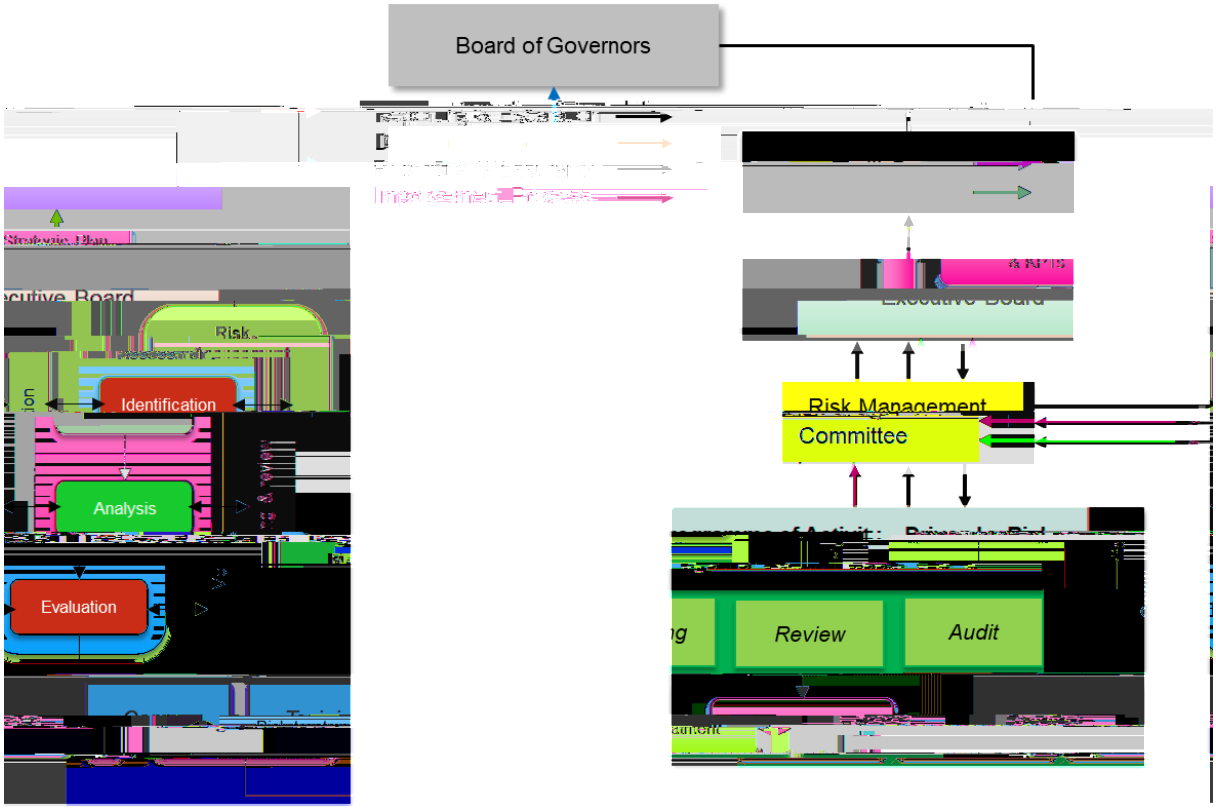
Figure 1: Risk and Enterprise Resilience Management Framework