**Information sheet 1**

Risk Category Descriptions



**Strategic - Delivery**

Risks with significant impacts to delivering outcomes

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| **Service delivery outcomes** | *Risks relating to the achievement of the department’s priorities, including:* | |
| * A great start for all children – healthy, confident and resilient children who can successfully navigate a complex world are Queensland’s future. * Every student succeeding – empowering students to embrace the opportunities of new industries, technology and a globally connected world. * Safe and fair workplaces and communities – safe, fair and healthy workplaces are every Queenslander’s right. Our vision is for health, safe and productive working lives for every Queenslander. * Capable and confident people delivering responsive services – we are constantly adapting as our population grows and technology changes how we learn, work and live. | |
| **Infrastructure** | *Risks relating to developing and maintaining the department's infrastructure assets, including:* | |
| * Asset management including capital and ICT infrastructure * Building security * Capital works program | * Maintenance and repairs * New school development/land acquisitions * School sustainability * Fleet management |
| **Workforce management** | *Risks relating to strategies and systems to maintain a productive workforce, including:* | |
| * Workforce planning and relations * Attraction and retention * Payroll services * Recruitment and selection * HR major initiatives | * HR policy * Staff development * Client, industry and customer services * Diversity * External stakeholders |
| **Organisational environment** | *Risks relating to strategies and systems to maintain an effective and accountable organisational environment, including:* | |
| * Client, industry and customer services * Community relationships * Delegations * Departmental culture * External stakeholders * Governance * Organisational and government changes | * Performance planning and reporting * Policy development * Risk management * Strategic management * Strategic planning * Operational planning |
| **Financial sustainability** | *Risks that may impact the ability of the department to meet its financial obligations, including:* | |
| * Budget and financial performance reporting * Contract management * Financial strategy and policy * Long term modelling and planning * Grants management | * Procurement cycle * Purchasing * Sourcing * Transactional finance (accounts payable, accounts receivable, payroll, taxation) |
|  |  | |
| **Legislation and regulation compliance** | *Risks relating to compliance with legislation and regulation including:* | |
| * Compliance and accountability * Legal * Legislation, regulation and policy * Strategic management and planning | * Performance planning and reporting * Risk management * Legislation, regulation and policy development * Operational planning |

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**Enterprise**

Areas of lowest appetite to be assessed by all business areas

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| **Child/student safety** | *Risks relating to the safety of children and students including:* | |
| * Critical incident management * Curriculum activities health and safety * Child and student protection | |
| **Workplace health and safety** | *Risks relating to the workplace health and safety of staff and the community including:* | |
| * Biological * Critical incident management * Energy systems * Environment * Facilities/built environment | * Machinery and equipment * Manual tasks/ergonomics * People * Substances |
| **Security of confidential and personal information** | *Risks relating to the security of confidential and personal information held by the department including:* | |
| * Information security and cyber security * Information management e.g. policy, frameworks, standards * Information management systems e.g. OneSchool, SAP, TRIM * ICT major initiatives | |
| **Fraud and corruption** | *Risks relating to:* | |
| * Corruption * Fraud * Official misconduct | |

**Strategic - External**

Risks beyond the direct control of the department

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| **Australian Government policies and funding** | Risks created by the action of Australian Government policies and funding that will impact on the delivery of services that change service delivery outcomes. | |
| **Disaster management and threats** | *Risks caused by the impact of disasters on the delivery of key services, including:* | |
| * Disaster and emergency management * Loss of facilities and or equipment * Business continuity disruption to departmental business | * Disruption of frontline and critical services * Bomb threats * Terrorism related activities including cyber terrorism/hacking |
| **Demographic** | *Risks relating to current or future demographic trends that will affect the operations of the department, including:* | |
| * High population growth corridors or areas of decline * Teacher supply * Ageing population | |
| **Public confidence** | *Risks relating to activities which impact public confidence in the department carrying out its functions, including:* | |
| * Communicating major initiatives * Media and issues management * Marketing | * Publication and web management * Public affairs management |
| **Economic** | *Risks relating to changes in the economic conditions of Queensland which may impact on service delivery outcomes, including:* | |
| * Significant fluctuations in the economy * Significant shifts in the job market | |
| **Education disruptions/ revolutions** | *Risks relating to significant policy initiatives and/or technology which alter the way and/or changes the direction in which the department delivers its services, including:* | |
| * Union action * Teacher strikes | * Protests * Technology |

For further information refer to the [Enterprise Risk Management Framework](https://ppr.qed.qld.gov.au/attachment/enterprise-risk-management-framework.pdf) or [Policy and Procedure Register](https://ppr.qed.qld.gov.au/pp/enterprise-risk-management-procedure) or email [enterprise.riskmanagement@qed.qld.gov.au](mailto:enterprise.riskmanagement@qed.qld.gov.au).