**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
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| **Fraud and corruption**  | *Risks relating to:* |
| * Corruption
* Fraud
* Official misconduct
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**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
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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.