

Risk appetite statement

Purpose

We will accept a certain level of risk to achieve our objectives and priorities. Our risk appetite helps guide opportunities to create value and meet objectives, while ensuring we consider our areas of lowest appetite.

Our risk appetite helps us operate within agreed boundaries, while acknowledging that innovation and creativity helps us achieve our strategic priorities. Early and open conversations about risk appetite are an important element of any risk assessment process.

Applying risk appetite

In pursuit of quality outcomes for children, students, our workforce and Queensland communities, we comply with our legislative requirements.

We manage and respond to risks every day and always consider our areas of lowest risk appetite when making decisions:

- child and student protection and safety
- workplace health and safety
- security of confidential and personal information (information security)
- our integrity (fraud and corruption).

We will accept a higher level of risk when pursuing innovation and opportunities to achieve our vision.

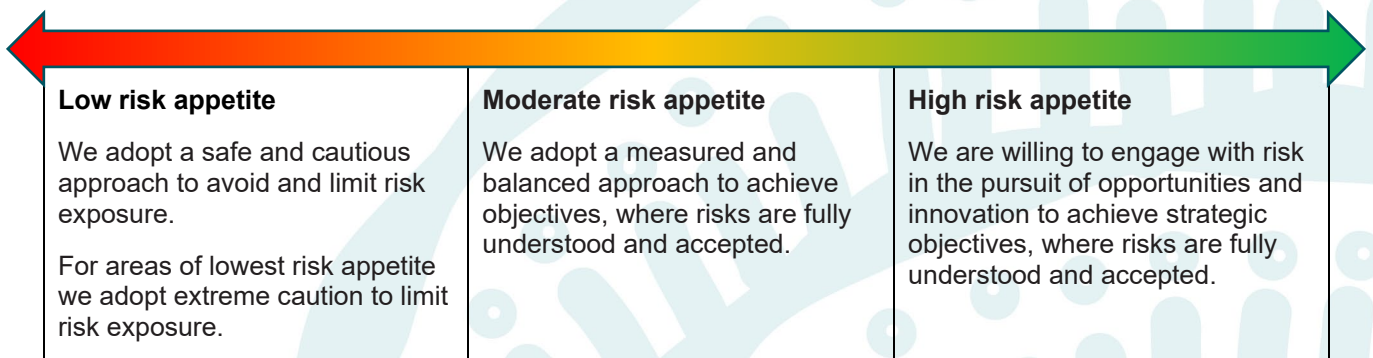
As part of our service delivery approach, we must consider:

- the level of risk (or opportunity) the decision will create
- whether the level of risk (or opportunity) aligns with the department’s risk appetite
- where there is misalignment with the department’s risk appetite, what actions or controls can be taken to reduce the impact of the risk to an acceptable level (or to maximise the opportunity).








This risk appetite statement should guide schools, business units, program/project teams, regions and divisions, to ensure appropriate controls (e.g., resources, policies, procedures, monitoring) and actions are in place to manage and mitigate identified risks.

Risk categories and scale




The department’s risk appetite addresses six key categories and our areas of lowest risk appetite. The appetite for risk changes between and within each category based on the business function, opportunities identified and priorities.



Risk categories and appetite statements

Risk category	Risk appetite statement	Risk appetite		
		Low	Moderate	High
Strategic priorities				
Areas of lowest risk appetite and legislative obligations	We have a low appetite where areas of our lowest risk appetite or legislative compliance obligations are impacted in the pursuit of strategic priorities.			
Project and program implementation	We are willing to accept a higher level of risk related to implementing projects and programs in support of our strategic priorities. We ensure that benefits and risks are fully understood before projects are approved. We embed appropriate governance and assurance, and manage risks and issues throughout the project lifecycle.			
Innovation, opportunities and partnerships	We are willing to accept a higher level of risk when pursuing innovation, opportunities and partnerships that aligns with and furthers our strategic objectives as long as the benefits and risks are justified and accepted.			
Service delivery				
Educational outcomes	We are willing to accept a higher level of risk related to the implementation of strategic priorities to achieve educational outcomes for children and students.			
Community relationships and initiatives	We are willing to accept a higher level of risk to pursue opportunities related to building community relationships, and stakeholder engagement to inform service delivery and maintain public confidence and trust in the department.			
Business continuity and disruption	We have a low appetite for taking risks that compromises the delivery of critical functions and services in response to disruptions and disasters. We are committed to ensuring our focus and priority is on maintaining the safety of students, staff, and anyone else involved with our schools and workplaces in response to disruptions or disasters.			
People, capability and organisational culture				
Conduct and ethics	We have a low risk appetite for intentional breaches of the Code of Conduct for the Queensland Public Service, professional codes of practice and ethical obligations. We promote an organisational culture that prioritises ethics, integrity, transparency and accountability.			

Risk category	Risk appetite statement	Risk appetite		
		Low	Moderate	High
Workforce planning, development, attraction and retention	We take a measured and balanced risk approach to grow and sustain a diverse and capable workforce through workforce planning, professional development, and attraction and retention.			
Infrastructure, information and technology (IT)				
IT - Critical systems	We have a low risk appetite related to the unavailability of critical systems that supports service delivery.			
IT - Digital innovation and transformation	We are willing to take a higher level of risk related to digital innovation and transformation activities (including responsible AI) to optimise service delivery and improve student learning outcomes as long as the benefits and risks are justified and accepted.			
Infrastructure-Assets and facilities	We have a moderate appetite to explore risks which enable the provision of safe, sustainable, contemporary and fit for purpose schools, assets and facilities.			
Infrastructure - Long term planning	We are willing to take a higher level of risk related to long term infrastructure planning that accounts for innovative models of learning, new technologies, workforce design and ways of working as long as the benefits and risks are justified and accepted.			
Infrastructure - Climate and environmental	We have a moderate appetite for sustainable and practical climate and environmental stewardship activities.			
Finance and economic				
Fraudulent or corrupt conduct	We have the lowest appetite for taking risks that could expose the department to fraudulent or corrupt conduct/activities.			
Financial standards and legislation	We have a low appetite for taking risks that result in non-compliance with financial standards and legislative requirements.			
Financial sustainability	We have a moderate risk appetite for exploring funding opportunities and partnerships; and activities which enable long term financial viability and sustainability.			
Legislation, regulation and compliance obligations				
Legislation, regulation and compliance obligations	We have a low appetite for activities and behaviours which do not comply with legislation, regulations and our compliance obligations; or erode public confidence or trust in the department.			

Risk category	Risk appetite statement	Risk appetite		
		Low	Moderate	High
	Our approach to legislative and regulatory compliance is risk based ensuring focus on our core obligations and areas of lowest risk appetite.			
Areas of lowest risk appetite				
Child and student protection and safety	<p>We have the lowest appetite for risks that adversely impact on children and student protection and safety.</p> <p>We prioritise the health, safety and wellbeing of children and students, and are committed to providing safe and secure learning environments where they can maximise their learning potential.</p>			
Workplace health and safety	<p>We have the lowest appetite for work practices, actions or inactions and behaviours that compromise the health, safety and wellbeing of our people.</p> <p>We do not tolerate occupational violence and aggression in our schools and workplaces.</p> <p>We are committed to the health, safety and wellbeing of our employees, students and anyone else involved with our schools and workplaces. We actively support our people to identify and report risks that impact on safe operations in schools and workplaces.</p>			
Information security	<p>We have the lowest risk appetite for failing to ensure the privacy and security of confidentiality and personal information.</p> <p>We ensure our people understand that they all have a role in keeping information safe and secure to reduce the risk of cyber or privacy breaches. We will actively monitor our external operating environment for evolving cyber threats and take all reasonable steps to safeguard our information.</p>			
Our integrity (fraud and corruption)	<p>We have the lowest appetite for activities that could expose the department to fraudulent or corrupt conduct.</p> <p>We have a low appetite for intentional breaches of the Code of Conduct for the Queensland Public Service, professional codes of practice and ethical obligations.</p> <p>We promote ethical conduct and behaviours and ensure our people have the policies and procedures in place to discourage actions that put us at risk of breaches of fraud, conduct or ethics.</p>	