



Risk Appetite Statement

About this Statement

The Gold Coast Waterways Authority (GCWA, the Authority) risk appetite outlines the amount and type of risk that the Authority is willing to take in order to meet its strategic objectives.

It is expressed in the form of the Risk Appetite Statement below which covers a number of critical risk categories as identified in the GCWA Risk Management Framework, Risk Policy and Risk Register.

As a general rule, a very low appetite represents activities the Authority will always avoid, whilst those activities the Authority has a high Appetite for are actively encouraged.

Strategic Objectives

- We have a **High** risk appetite for activities that provide innovation whilst aligning to the strategic direction of the Waterways.
- The Authority has a **Very Low** risk appetite for activities that pose a threat to the viability of natural and built assets, compromise the safety and sustainable use and activities that promote the irresponsible use of the waterways.
- We have a **Low** risk appetite for compromising strategic objectives in favour of another strategic objective.
- The Authority has a **Very Low** risk appetite for activities that are considered high risk to the organisation, community, staff, infrastructure and the environment.

Operations

- The Authority has a **Very Low** risk appetite for safety breaches (Workplace Health and Safety).
- The Authority has a **Low** risk appetite for system failures or information and data security breaches.
- We have a **Moderate** risk appetite in terms of the operational risk associated with the implementation of strategic plans.
- The Authority has a **Moderate** risk appetite for activities resulting in a negative community perception of the Authority which affects the organisation's long term reputation.
- We have a **Low** risk appetite for operational risks arising from failure to meet customer commitments.
- We have a **Low** risk appetite for third party partner (contractors) failure.

Community

- We have a **Low** risk appetite for activities that present safety risk to people using waterways.
- We have a **Very Low** risk appetite for activities that amplify the risks associated with peak visitor times.
- We have a **Very Low** risk appetite for unauthorised activities.
- We have a **Very Low** risk appetite for behaviours that compromise the safety of other waterways users, the environment, infrastructure and property.

Resilience

- We have a **High** risk appetite for activities that improve the resilience of the waterways.
- We have a **Very Low** risk appetite for infrastructure or events that materially reduce the long term resilience of waterways.
- We have **Very Low** risk appetite for degradation of the waterways, affecting long term resilience.

Environment

- We have a **Very Low** risk appetite for activities or events with significant environmental impacts.
- We have a **High** risk appetite for activities that have net environmental benefits.

Organisational Governance

- There is a **Low** risk appetite for compromising financial sustainability by materially under or over spending on budget or compromising balance sheet solvency.
- There is a **Very Low** risk appetite for misconduct, fraud, harassment or discrimination and non-compliance behaviour that undermines the integrity of the Authority.
- There is **Very Low** risk appetite for non-compliance with legal, professional, ethical and regulatory requirements.

Organisational Culture

- There is **Very Low** risk appetite for compromising staff safety and welfare.
- We have a **Low** risk appetite for risks arising from failed internal processes or inadequately trained staff.
- We have a **High** risk appetite for employees that are motivated and aligned to the long term strategic direction of the Authority.
- The Authority has a **High** risk appetite for innovation and change that ensures the Authority has the right resources, staff capabilities and organisation structure to optimise performance.



GCWA Risk Appetite Definitions

	Avoid Activities that should always be avoided, including activities that may result in the serious injury or death of any person, result in environmental impact, significantly impact on other waterways users, regulatory non-compliance and any activities that may result in reputation damage.
	Apply Caution Activities that pose a significant risk are cautiously evaluated. Where activities present positive outcomes and opportunity the GCWA risk management framework is implemented to actively manage the risk through appropriate controls.
	Encouraged A moderate level of risk may be acceptable where the opportunity outweighs the risk or there is growth opportunity. It is important to actively monitor the risk to maintain a sustainable approach.
	Actively Encouraged While activities with a very low risk are actively encouraged, it is important to not adopt an overly risk averse approach that may result in unnecessary cost and/or lost opportunity.

Supporting Documents

- GCWA Risk Management Framework
- GCWA Risk Management Register
- GCWA Project Management Framework
- GCWA Work Health and Safety Policy
- Queensland Treasury - A Guide to Risk Management
- Queensland Audit Office - Risk Management Maturity Model
- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
- ISO / IEC 31010: 2009 Risk Management - Risk Assessment Techniques
- SA/SNZ HB 436: 2013 Risk Management Guidelines

Legislation

Gold Coast Waterways Authority Act 2012





Review

The Risk Appetite Statement will be reviewed every five years, or more frequently as appropriate.

Revision History

Version	Status	Completed by	Date	Reviewed by	Date	Comments
V.01	First Draft	J.Bourner	30/11/2016	C.Turner	30/11/2016	First Draft
V.02	Second Draft	J.Bourner	7/12/2016			Incorporated comments from MB, HM, CT, JBo.
V.03	Third Draft	J.Bourner	24/01/2017	C Turner	24/01/2017	Incorporated feedback from GCWA key staff
V.04	Fourth Draft	J Bourner	02.02.2017	C Turner	02.02.2017	Incorporated feedback from M Burke, GCWA ARC Chairman
V.05	Fifth Draft	J Bourner	20.02.2017	C Turner	20.02.2017	Board feedback from 13.02.2017 meeting/follow-up & ARC 28.02.2017 meeting. Reference to QAO's Risk Management Maturity Model.
V.06	Final	J Bourner	24.04.2017	C Turner	24.04.2017	Endorsed by Board at meeting 24.04.2017