# Risk Management Policy V3

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## 1. Policy Statement

Donegal Education and Training Board (ETB) is committed to identifying risks that have the potential to disrupt achievement of Donegal ETB's strategic and operational objectives. Through effective management, Donegal ETB is committed to the elimination of risks that may impact on its activities and will ensure a robust documented system is available as evidence of its accountability.

All employees are mandated to comply with this Policy.

Donegal ETB is committed to supporting and empowering all employees in their work to manage risk.

This policy should be read in conjunction with the Excellence in Governance Through Best Practice Risk Management Guidelines and the Code of Practice for the Governance of Education and Training Boards 2024 (Circular 0083/2024).

## 2. Purpose
2.1. The purpose of the Risk Management Policy is to support Donegal ETB's ability to deliver on its strategic and operational objectives, to ensure that every effort is made to manage risk appropriately, to maximise potential opportunities and to minimise the adverse effects of risk.
2.2. To support all Donegal ETB employees to comply with this policy and procedure so as to support the management of risk in Donegal ETB.
2.3. To provide a standardised policy for all ETBs in the management of risk.

## 3. Scope
3.1. This policy and procedure applies to all employees of Donegal ETB, whether permanent, temporary, whole-time or part-time or temporary agency staff.
3.2. Effective risk management depends on the commitment and cooperation of all staff and contractors, students and learners. All staff have a significant role to play in the management of risk, particularly within their own areas of control. Consequently, all staff are responsible for and have accountability for adherence to the principles outlined in this policy.
3.3. It is a requirement of Donegal ETB that where it engages with third parties, such as contractors providing services on behalf of Donegal ETB, that confirmation is sought that Risk Management systems and structures are in place; the objective being to ensure that Donegal ETB will not be adversely impacted by third party activities.

## 4. Legislation, Code of Practice, Standards, Guidance
4.1.　　Education and Training Boards Act, 2013

| 4.2. | Code of Practice for the Governance of Education and Training Boards 2024 (Circular  Letter 0083/2024) Department of Education and Skills |
|---|---|
| 4.3. | ISO 31000:2009 Risk Management Standard |
| 4.4. | Code of Conduct for Employees |
| 4.5. | ETB Risk – Excellence in Governance through Best Practice Risk Management (IPB Insurance 2009-16) |
| 4.6. | Government Department Circulars |
| 4.7. | Further Education and Training Act, 2013 |
| 4.8. | Protected Disclosures Act, 2015 |
| 4.9. | Protected Disclosures (Amendment) Act 2022 |
| 4.10. | Data Protection Acts, 1998 - 2003 |
| 4.11. | Freedom of Information Act, 2014 |

## 5. Governance

Corporate Governance comprises the systems, structures and procedures by which entities are directed and controlled. In the interests of transparency and accountability, it is important that Corporate Governance of Donegal ETB should operate to the highest standards applicable and operate in an effective, efficient and economic manner.

The Code of Practice for the Governance of ETBs describes Risk Management as follows:-

Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes.

The Code outlines the ETB's obligations as follows:

*Section 7: Risk Management*

The ETB should develop a Risk Management Policy and the Board should ensure that an appropriate risk management framework is in place and exercise oversight of its effectiveness. The Board should review material risk incidents and exercise oversight of management's actions.

Key elements of the Board's oversight of Risk Management would include:

• establishing an Audit and Risk Committee to give an independent view in relation to risks and risk management systems;
• making risk management a standing item on the Board meeting agenda;
• ensuring that the role of Chief Risk Officer is assigned to a member of staff of the ETB, or  a suitable management alternative is empowered to identify, measure and manage risk and promote a risk management culture in the organisation;

• ensuring that the risk management policy, plan and risk register are in place and reviewed at least annually;

• reviewing management reporting on risk management and noting/approving actions as appropriate;

• requiring external review of effectiveness of risk management framework on a periodic basis; and

• confirming in the annual report that the Board has carried out an assessment of the ETB's principal risks, including a description of these risks, where appropriate, and associated mitigation measures or strategies.

## 6. Objectives of this Policy

6.1. Support compliance with legislation, codes of practice, standards, guidance, and Department Circulars

6.2. Support implementation of management controls to mitigate risks

6.3. Support delivery of the Strategic Statement

6.4. Empower all employees to take ownership of risk within their scope of work

6.5. Demonstrate support for good governance

6.6. Improve business performance

6.7. Develop an enhanced awareness of risk

6.8. Encourage innovation and improvement

6.9. Promote an integrated approach to the management of risk

## 7 Roles and responsibilities

7.1 Board of Donegal ETB shall ensure that appropriate systems and structures are implemented, monitored and controlled to support and manage risk

7.2 Audit Committee shall undertake its role in compliance with relevant legislation

    7.2.1 approve the Chief Executive's Risk Management Policy

    7.2.2 approve the risk management business Template

    7.2.3 review and approve the Risk Register at least annually

7.3 Chief Executive shall ensure that a:

    7.3.1 member of staff is appointed/identified who will have overall responsibility for risk management

    7.3.2 the management of high level risk is a standing meeting agenda item

    7.3.3 Risk Management Policy is developed

    7.3.4 Risk Register is compiled

    7.3.5 Risk Management Business Plan is developed annually

    7.3.6 Reported non-conformances are appropriately investigated and that preventative or corrective actions are implemented

7.4 Directors shall ensure that this policy and procedure is implemented

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[1] Directors: Director of Further Education and Training, Director of Schools, Director of Organisation Support and Development

7.5 Principals / Line Managers / Centre Managers / shall ensure that:

    7.5.1 This policy and procedure is implemented

    7.5.2 They notify change in the level of risk to the Risk Management Coordinator

    7.5.3 They provide appropriate support to their staff to manage risk

    7.5.4 They support systems for the investigation of incidents that may give rise to reports of risk

7.6 Risk Management Coordinator shall coordinate all functions to support Donegal ETB Risk Management system

7.7 Internal Audit Unit shall:

    7.7.1 Undertake audits of compliance with required legislation, codes of practice, guidance, standards, policies, procedures and Department Circulars

    7.7.2 Provides reports to the Chief Executive and Audit Committee for corrective and preventive action to be taken

7.8 Comptroller and Auditor General shall:

    7.8.1 Audit compliance in respect of legislation, codes of practice, standards, guidance and policies and procedures

    7.8.2 Provide reports to the Chief Executive and Audit Committee for corrective and preventive action to be taken

7.9 Employees shall comply with this policy and all instructions issued by their supervisor/line manager.

## 8 Process

8.1 What is risk?

Risk can be thought of as a possible loss or other adverse consequence that has the potential to impact on Donegal ETBs ability to achieve its objectives and fulfil its mission.

8.2 Risks to the achievement of the objectives of the Strategy Statement can be due to both internal and external events. Effective management of risks offers Donegal ETB the means of improving its strategic, operational and financial management. Managing risk can also help to minimise financial losses, service disruption, adverse publicity and compensation claims. It is important to understand that risk is a broader concept than the traditional view of merely a threat. It also recognises the risks of taking or not taking opportunities. This is described further in the Donegal ETB Risk Appetite Statement

8.3 Ten categories of risks have emerged that relate specifically to the education sector. Consideration should be given to the key risks that may present as obstacles to the achievement of the Strategy Statement objectives. They include risks which may be external to Donegal ETB, for example legislative and regulatory risks. It is important that all possible risks to the achievement of the

Strategy Statement are assessed and managed so as to contribute to a culture of embedding the management of risk in all Donegal ETB activities:

|    | Risk Category | Examples of Risk |
|----|---------------|------------------|
| 1  | Professional/ Managerial | Failure to implement organisation and staff development |
| 2  | Contractual | Failure to fulfil the terms of any contract entered into by Donegal ETB such as construction projects |
| 3  | Business Continuity | Failure to provide required services in the event of fire, flood or major utility failure including technological failures e.g. financial management systems or student application/admission systems |
| 4  | Physical (safety, health and welfare, built environment, fire, security) | Failure of systems to protect against fire, security breaches, accidents, staff health and safety incidents, harm to students, visitors and others affected by the activities of the Donegal ETB |
| 5  | Information Security | Risks of cyber attack, of data breach or loss of, or otherwise unauthorised or accidental disclosure of, sensitive information |
| 6  | Legislative/Regulatory | Failure to comply with legislation such as Freedom of Information, Data Protection, building standards, waste management, employment legislation, education legislation. |
| 7  | Legal | Negligence claims against the Donegal ETB by staff, learners, members of the public and others |
| 8  | Claims Liability | Failure to adequately manage risk and insure against possible claims against the ETB |
| 9  | Financial | Failure to meet financial obligations |
| 10 | Environmental | Failure to meet environmental targets set out in the national Climate Action Plan 2021 |
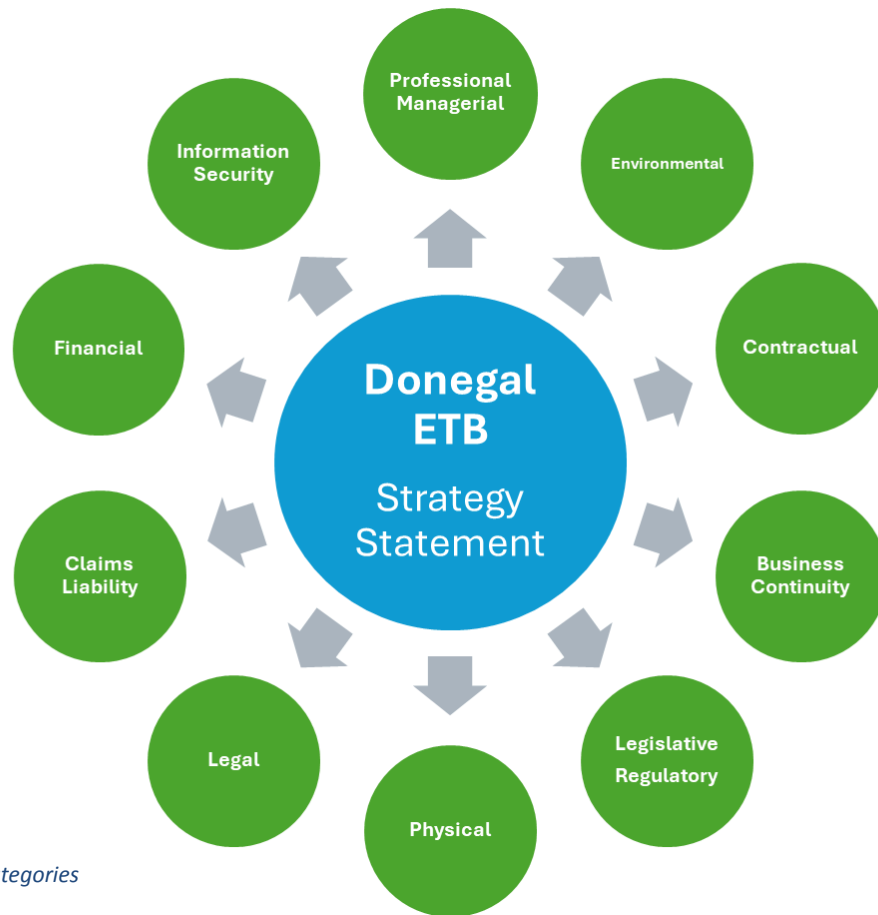
*Figure 1 Risk Categories*

## 9    Managing risk

9.1 The management of risk increases the probability of success and reduces the possibility of failure.

9.2 Managing risk does not mean avoidance of risk, what it does mean is effective and successful management. The management of risk is an integrated activity of clearly defined steps, which supports better decision making by contributing a greater insight into risks and their impacts.

9.3 The benefits of managing risk provide assurance that:

9.3.1    Objectives are more likely to be achieved

9.3.2    Adverse events will not happen or are less likely to happen

9.3.3    Beneficial outcomes will be or are more likely to be achieved

9.3.4    Awareness of managing risk becomes embedded in strategic thought and structure

9.3.5    Provides a framework that enables future activity to take place in a consistent and controlled manner.

9.4 Risk management:

9.4.1    Improves decision-making, planning and prioritisation by comprehensive and structured understanding of business activity, volatility and project opportunity/threat

9.4.2    Contributes to more efficient use/allocation of capital and resources

within the ETB

      9.4.3    Reduces volatility in the non-essential areas of the activities of the ETB

      9.4.4    Protects and enhances assets and Donegal ETB's image and reputation

      9.4.5    Develops and supports people and the Donegal ETB's knowledge base

      9.4.6    Optimises operational efficiency

      9.4.7    Enhances outputs.

The management of risk shall become an integral part of strategic policy decisions and inform the decision-making process.

## 10  Identifying and Assessing Risk

10.1    Identifying risk flows from the objectives of Donegal ETB as described in the Strategy Statement.

10.2    Where a strategic decision is taken or activity undertaken, then the major risks associated with that decision or activity should be added to the Risk Register.

10.3    In identifying risks the following questions need to be asked:

    10.3.1  What could go wrong

    10.3.2  How likely is it to happen

    10.3.3  What would the impact be if it happened (rating the risk)

    10.3.4  What can be done to reduce the risk

    10.3.5  Who has responsibility for the risk

    10.3.6  Can the risks identified be reduced

10.4    Techniques for identifying risk

    10.4.1  A number of different techniques can be used to assist staff in identifying risks:

        10.4.1.1    Structured one-to-one interviews

        10.4.1.2    Structured group interviews

        10.4.1.3    Use of questionnaire/checklists

        10.4.1.4    Facilitated workshops, focus groups or round table discussions

        10.4.1.5    A combination of these techniques can be used.

    10.4.2  The identified risks and relevant control measures will be managed through the Donegal ETB's Risk Registers.

    10.4.3  The assessment of risk should draw as much as possible on unbiased independent evidence, consider the perspectives of the whole range of stakeholders affected by the risk and avoid confusing objective assessment of the risk with judgement about the acceptability of the risk.

10.5    Assessing risk involves two key steps

10.5.1 Putting in place a structured approach where both the likelihood and impact of each risk are consideredThere are two main parameters for rating the risk:

- **Likelihood**: representing the possibility that a given event will occur – how likely is it to happen/what is the frequency?
- **Impact**: the impact or effect on the Donegal ETB if the risk actually happens – how significant might the consequences be?
  **See Graphic at Appendix 2**

10.5.2 Prioritisation and Monitoring:

10.5.2.1 Risk management needs to be seen as a continuous process. As the activities of Donegal ETB evolve, new risks may emerge or the potential impact of existing risks may change. It is important that the incidence of risk be reviewed to see whether it has changed over time. Some risks will be terminated and control measures will need to be updated in response to changing internal and external events.

10.5.2.2 Risk management should be a standing meeting agenda item at all meetings.

10.5.2.3 These risks (new, re-categorised, and terminated) should be reported to Corporate Affairs/Coordinator for Risk for inclusion/deletion on the Risk Register

10.5.2.4 New risks should only be added to the Corporate Risk Register by the Coordinator for Risk.

## 11 Risk Management Steps

11.1 Identifying the risk to achieving strategic and operational objectives:

11.1.1 Determining the owner of the risk

11.1.2 Determining and assessing the existing controls in place

11.2 Assessing the impact and likelihood of the risk after taking account of existing controls to derive the net risk

11.3 Management of the risk i.e. Terminate, Treat, Tolerate or Transfer risk

11.4 Review and reporting – ongoing cycle of monitoring, reviewing and reporting on the management of risk and updating the Risk Register (Appendix 1 Risk Reporting Template).

*Figure 2 Risk Management Process*

Once risks have been identified and recorded on the Risk Register they should be reviewed by management as follows:

**Red** - every quarter

**Amber** - six monthly

**Green** – annually

 11.5 The risks to the successful achievement of the Strategy Statement shall be identified, assessed, managed and monitored on a predetermined basis:

  11.5.1 New Risks shall be identified, assessed, managed and monitored

  11.5.2 New risks shall be identified arising from:

   11.5.2.1 Non-conformances
   11.5.2.2 Incidents
   11.5.2.3 Near misses
   11.5.2.4 Complaints
   11.5.2.5 Claims
   11.5.2.6 New Activities / Programmes
   11.5.2.7 Audit Reports

  11.5.3 All risks shall be reassessed on a predetermined basis so that an up-to-date risk assessment is available to support the management of risk

11.5.4 Risks shall be assessed using a qualitative approach (see appendix 2)

11.5.5 The effectiveness of management controls shall be reported on at predetermined intervals to the Executive Forum and the Audit Committee (see appendix 1 for report template):

11.5.5.1 High level risks every three months

11.5.5.2 Medium level risks every six months

11.5.5.3 Low level risks on an annual basis or more frequently if circumstances change

11.5.6 Line management shall facilitate audit of the risk management system

11.5.7 Line management shall implement corrective and preventive action identified as necessary from monitoring and audit exercises.

## 12  Risk Management Business Plan

12.1 The ETB Risk Management Business Plan shall be formulated by the Risk Management Coordinator on an annual basis

12.2 The Plan shall set out the Risk Management Actions, timelines and Key Performance Indicators for the year

12.3 The Plan shall be approved by the Chief Executive

12.4 The Plan shall be presented to the Audit Committee for approval at the beginning of each year/academic year

12.5 Progress on the Plan shall be monitored throughout the year.

## 13  References

Reference should be made to ETB Risk excellence in governance through best practice risk management (IPB 2009-2016) and the Code of Practice for the Governance of ETBs

## 14  Training

14.1 Risk Management Training shall be provided as and when requested to the Risk Management Coordinator.

14.2 The Risk Management Coordinator shall coordinate all requests for risk management training from staff members

## 15  Monitoring and audit

15.1 Monitoring and audit shall be undertaken by:

15.1.1 Line management with the support of the Risk Management Coordinator

15.1.2 Internal Auditor shall undertake audit of the Risk Management System at predetermined intervals

15.1.3  Comptroller and Auditor General (C&AG) shall be facilitated to undertake audit of the Risk Management System.

## 16  Risk Registers

16.1 The risk register is where the identification, assessment, management and reporting of risk is documented. It is our live account of how risk is managed in Donegal ETB and feeds directly into the Risk Landscape. Donegal ETB operates one corporate risk register where the focus is on high level risks to the strategy of the organisation.  Where risks are identified by the C&AG, these risks will be assigned to the relevant Director who will assume responsibility for the risk and manage the risk as per the Risk Management Policy. Risk registers for individual sites focus on operational risks and are maintained locally.

## 17  Risk Escalation Process

The purpose of this section is to outline the procedures for escalating risks within Donegal ETB to ensure that significant risks are identified, assessed, and managed at the appropriate level in a timely manner.

17.1 Risk Escalation Process - Responsibility for mitigating risk on the local risk register rests with each site.   If the risk lies outside of their control it should be referred to the appropriate Director to see if it belongs on the Corporate Risk Register.

17.2 Escalation should consider:

• is the rating high and does it present a unique and immediate risk?

• does the risk appear on a number of registers across the scheme and therefore merit inclusion in the Corporate register?

Equally if issues are identified at Directorate level that are a risk to the implementation of Donegal ETBs Strategy these can be considered for escalation to the Corporate Register.

## 18  Policy Implementation and Review

The date of implementation of this Policy is March 28 2025, which is the date of approval by Donegal Education and Training Board.

This Policy shall be reviewed annually in light of changes in legislation and guidance from sources such as the Internal Audit Unit, the C & AG, the Department of Education, the Department of Further and Higher Education, Innovation and Science, the Department of Finance and the Department of Public Expenditure and Reform or the ETB's Insurers.

**Appendix 1: Risk Reporting Template**

| Risk grouping | Risk description | Risk rating before new controls implemented | Risk rating after new controls implemented |
|---|---|---|---|
| | | | |
| **Description of actions undertaken since last report** | | **New actions to be undertaken in the next 3/6/12 months** | **Identified challenges that could prevent success** |
| | | | |
| Signature | | Title | Date |
| | | | |

Please return to the Chief Risk Officer (Name) by                /     / 20__

**Appendix 2**

**Assessment of risk (qualitative matrix)**
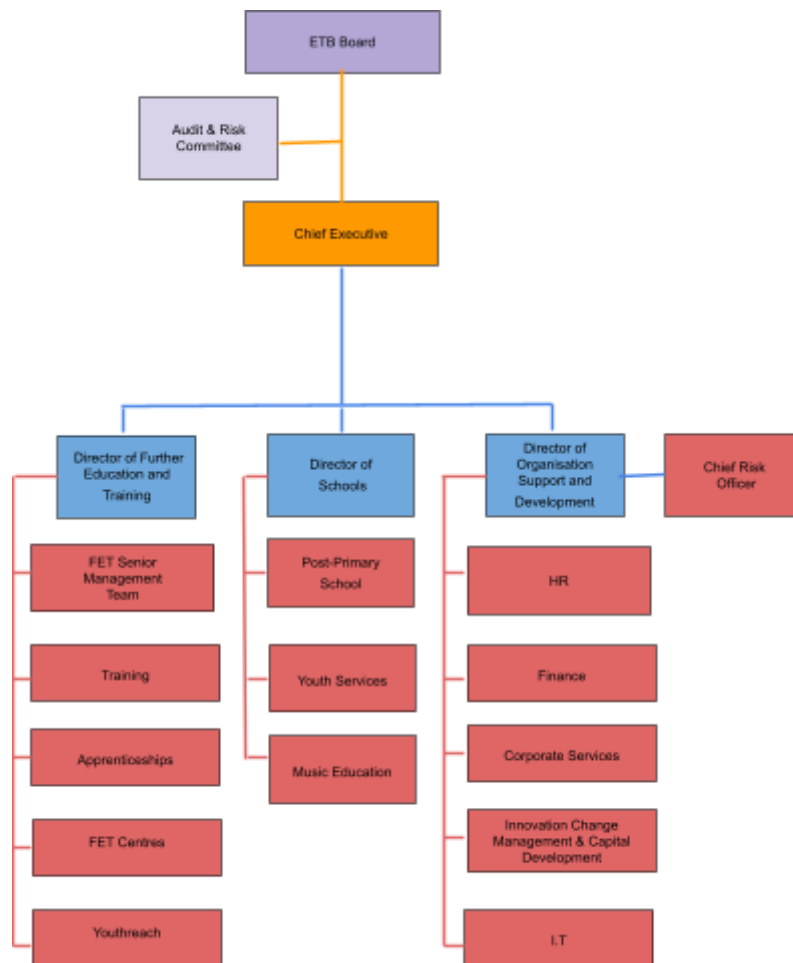
All risks shall be identified using a qualitative approach as shown in the matrix below.

## RISK ASSESSMENT MATRIX

| LIKELIHOOD | MINOR: 1 | MODERATE: 2 | MAJOR: 3 | SEVERE: 4 |
|---|---|---|---|---|
| ALMOST CERTAIN: 4 | 4 | 8 | 12 | 16 |
| LIKELY: 3 | 3 | 6 | 9 | 12 |
| UNLIKELY: 2 | 2 | 4 | 6 | 8 |
| RARE: 1 | 1 | 2 | 3 | 4 |

IMPACT

LOW: 1-3   MEDIUM: 4-8   HIGH: 9-16

Appendix 3

# Risk Management Workflow



* The role of Chief Risk Officer may be undertaken by the Director of Organisation Support and Development or another member of the Senior Management Team delegated by the Chief Executive

Risk Owners Report to Directors on identified risks.

Appendix 4

<p style="text-align:center"><strong>DONEGAL ETB RISK APPETITE STATEMENT</strong></p>

Risk appetite is defined by the Institute of Risk Management (IRM) (2011) as '*The amount and type of risk that an organisation is willing to take in order to meet their strategic objectives*'

Due to the nature of work undertaken by ETBs, a certain level of risk will need to be considered, but in general the sector could be considered 'risk averse' due to the environment within which it operates and the nature, scale and complexity of the organisations as public bodies funded by the exchequer. In order to ensure efficient and effective corporate governance and management of risk, ETBs must comply primarily with the Education and Training Boards Act, 2013 and ensure that their activities are governed at all times by the standards contained within the Code of Practice for the Governance of Education and Training Boards, 2024, both in letter and in spirit.

In making decisions on what level of risk appetite is acceptable, the ETB considers risks that must be undertaken to achieve the priorities set out in the Strategy Statement and Annual Service Plan, in conjunction with the particular skills, knowledge and experience within the organisation which may allow it to take advantage of opportunities to achieve these priorities, while minimising risks in other areas.

It is important to remember that for any activity undertaken by the ETB, the risks associated with it are accepted, and are therefore considered to be within appetite.

**Important Note:** The Further Education and Training sector and the Self-Funded activities of Donegal ETB may be considered more risk-seeking/less risk averse due to the fact that these activities need to be more agile to respond to emerging opportunities in order to meet the needs of their clients. For example, new apprenticeship programmes may be identified and once funding is forthcoming, the appetite for the associated risks may increase/be more desirable. It is also important to note that any new risks taken on will be managed by introducing appropriate control measures.

The risk appetite statement is forward-looking and can be used as a framework for decision-making.

This risk appetite statement is a means of supporting good governance, effective risk management and supporting decision-making in

The challenge facing ETB Boards is how to oversee the organisation's enterprise-wide risk management programme effectively in a way that **balances managing risk while adding value** to the organisation. The Code of Practice for the Governance of Education and Training Boards, 2024 states that 'the Board should agree the ETB's strategic aims in line with the sectoral approach developed through Education and Training Boards Ireland (ETBI) in accordance with the Minister's and Department of Education's policies and priorities, to the extent relevant to the ETB, and ensure optimal use of resources to meet its objectives'.

The risk appetite statement is a central tool to provide assurance to the Board that the Executive Management Team and ETB is operating within its approved limits to which they can operate.

The risk appetite statement is also guided by the following:

- The Code of Practice for the Governance of Education and Training Boards, 2024

- The DETB Strategy Statement 2022-2026

- DETB Service Plans

- Funding Obligations

- Other Key Performance Indicators

**Risk Appetite Statement Table 2025**

*Note: Risk Appetite can be influenced by the vision, mission and value of the organisation. Low risk appetite can inhibit opportunities for reward.*

| Mission | Donegal ETB offers education and training opportunities that help students to achieve their full potential and to contribute to the social, cultural and economic life of their communities. | | | |
|---|---|---|---|---|
| Strategy | Donegal ETB seeks to limit its exposure to adverse risk across all risk categories, while also striving to successfully deliver on its mission (above) and objectives as set out in the Donegal ETB Strategy Statement 2022-2026 which can be found here: https://www.donegaletb.ie/donegal-etb/publications-resources/ | | | |
| **Risk Categories** | **Risk Appetite Statement:** | **Risk Appetite Rating:** | | |
| | | Low | Medium | High |
| Financial | We have a low appetite for risks that compromise our ability to meet our financial obligations because this would cause us to breach our statutory obligations and lead to reputational damage, all of which would hinder and likely prevent our ability to deliver on our strategic objectives. | Low | | |
| Professional & Managerial | We would have a low appetite for failure to carry out the general functions of an ETB because this could result in a failure to meet our Statutory and Governance obligations, leading to a loss of trust and confidence in the ETB as an entity from its key stakeholders. | Low | | |
| Strategic | We have a low appetite for risks which have no alignment with our ETB Strategy, or which may tarnish the ETB's reputation, its role in the community and/or its values because it is crucial that we maintain a strong positive reputation in respect to ensure the continuing support of our various funding bodies and to be a premier destination of choice for the learners in our catchment area and an organisation that is trusted to deliver on its remit.. | Low | | |
| | We have an appetite for developing new business in accordance with our funding requirements and government department guidelines because we wish to be responsive, agile and adaptable to the ever-changing needs of industry and the community we serve. | | | High |
| | We have a limited appetite for expanding our services, particularly in the areas of FET and self-funded activities, in order to respond to emerging trends and to both local and national needs, in recognition of the fact that any new endeavour would bring an element of risk and our aim is to effectively manage any risks arising from ongoing provision of the services, or expansion of the services, because it is an important feature of the ETB sector that we are able to be adaptable and respond quickly to those identified needs. | | Medium | |
| | We have a limited appetite for threats to the effective and efficient execution of our strategy and realisation of desired outcomes because it is important that we encourage innovation across the organisation and being innovative carries with it certain inherent risks. | | Medium | |
| | We have a low appetite for risk arising from the conduct of any of our activities that puts our reputation in jeopardy which could lead to undue adverse publicity or could lead to loss of confidence by funders of our activities because retaining the confidence of our funders is crucial to positioning ourselves for upcoiming changes to the SOLAS funding model, and for being identified as a 'go to' body by our principal funders (Department of Education, Department of Further and Higher Education, Reasearch, Innovation and Science, SOLAS, Department of Children, Equality, Diversity, Integration and Youth) for the delivery of new initiatives and the expansion of existing ones. | Low | | |
| Contractual | We have an appetite for accepting risks associated with working with third parties for core organisational activities (in particular for major change activities (e.g. projects, collaborations, implementation of new systems, health and safety, risk assessments etc.) because we are not sufficiently resourced through our core funding to be in a position to meet all our statutory obligations and to provide all the services we wish and need to offer to our stakeholders. | | | High |
| Information Security | We have a low appetite for any data breach or for the loss of, or otherwise unauthorised or accidental disclosure of, sensitive information because we must adhere to legislative requirements and we owe a duty of care to our staff, learners and other stakeholders. | Low | | |
| Business Continuity | We have a limited appetite for threats to the continuity of our services because this would threaten our ability to provide the important services we offer to the communities which we serve. However we are also open to new and innovative approaches and technical solutions that may serve to improve how we conduct our business and serve our stakeholders. | | Medium | |
| Legislative & Regulatory | We have a low appetite for any breach of child safeguarding regulations because we take extremely seriously our obligation to protect and cherish those students and young adults entrusted to our care in order to advance their education and training needs. | Low | | |
| | We have a low appetite for any breach of statute, regulation, professional standards, ethics, bribery or fraud which pertains to our operations because we are committed to meeting all statutory and other compliance obligations. | Low | | |
| Physical & Wellbeing | We have a low appetite for any incident which may adversely harm an employee/student/ member of the public because our Statement of Strategy 2022-2026 sets out our values as follows: "We are a learning organisation. We place students at the centre of our work. Everything we do to serve the best interests of our students is based on our core values: excellence; equality; care; community, and respect." | Low | | |
| | We have a low appetite for any deviation from our standards pertaining to equality and diversity, dignity and respect, collegiality and the health and safety of staff, students and visitors because all public bodies in Ireland have responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is a legal obligation, known as the Public Sector Equality and Human Rights Duty, originating from Section 42 of the Irish Human Rights and Equality Act 2014. | Low | | |
| Claims Liability | We have low appetite for any event that may lead to an alleged liability or alleged breach of duty because we have legal and statutory obligations in respect of Health and Safety, our duties as an employer, and in many other areas, and we take our responsibility to provide a safe environment, in whatever respect, to all our staff learners and other stakeholders very seriously. We also have a duty to manage risks to the achievement of the objectives set out in our Strategic Plans and to ensure the most efficient use of the exchequer funding that is provided to us to achieve those objectives. | Low | | |
| Environmental | We have an appetite make a sustainable and socially responsible contribution to the communities within which we operate because of the values espoused in our Statement of Strategy and our commitment to working towards achieving the targets set out for Public Bodies in the Government's Climate Action Plan 2021 and Donegal ETBs own Climate Action Roadmap. | | | High |

While there may be a low appetite for the risks exemplified above, incidents may still occur. The ETB will review any such incidents and engage with relevant investigating authorities as appropriate.

Our risk appetite statement contributes to the ETB's commitment to uphold the highest standards of corporate governance and professional conduct, while also being consistent with, and maintaining, its credibility with a broad range of stakeholder groups.