

Risk Appetite Statement

‘Kotahi anō te kaupapa: ko te oranga o te iwi’. ‘There is only one purpose to our work: the wellness and wellbeing of people.’

Managing risk is fundamental to the successful operation of Ara Poutama Aotearoa and an integral part of our ability to achieve our purpose and Hōkai Rangi Strategy. Our goal is not to eliminate risk, but to appropriately manage the risks associated with our work to deliver Hōkai Rangi.

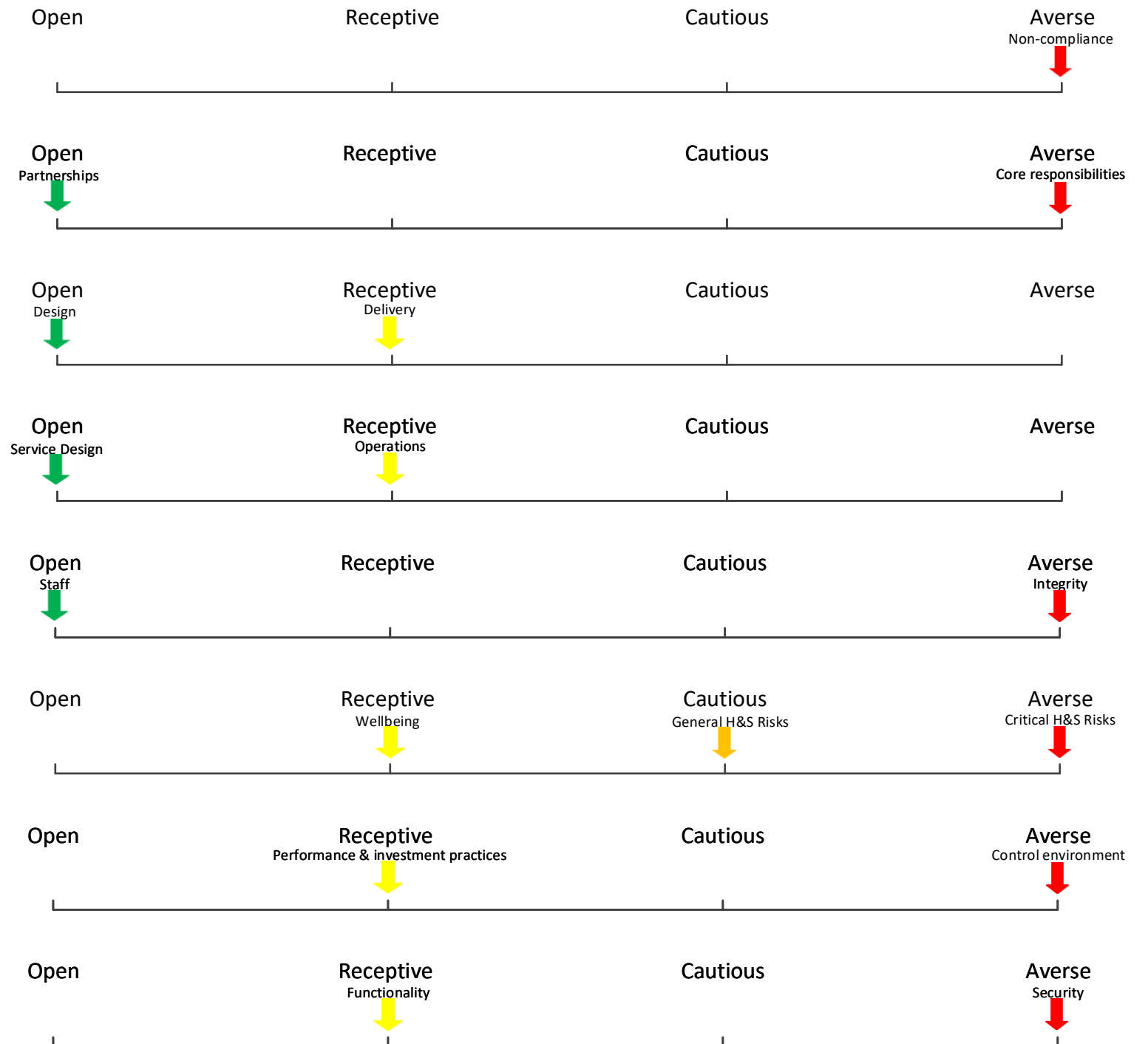
We promote purposeful and well informed decisions, where innovative ideas to long-standing challenges are encouraged with the appropriate level of safety, scrutiny and risk mitigation. We do not take unmanaged risks that put the health and safety of our staff, people in our care, contractors or members of the public at risk, or that jeopardises the reputation of Ara Poutama Aotearoa.

This Risk Appetite Statement represents high-level guidance that set parameters for business and risk management decisions across Ara Poutama Aotearoa. For further information on the Risk Appetite Statement or for any enterprise risk management support, please contact the Enterprise Risk Team on risk@corrections.govt.nz

Risk Type

Risk Appetite

Legal Compliance	The Department operates within a legal framework. We comply with our legal obligations, are adverse to <u>non-compliance</u> , and enable our operations and activities to be performed in a lawful manner.
Partnerships	We will engage in effective, mutually beneficial <u>partnerships</u> , particularly with Māori, to help us achieve our Hōkai Rangi Strategy, without compromising our <u>core responsibilities</u> of public safety and the wellness and wellbeing of people.
Strategy	We want to be world leading and innovative in how we achieve our longer term objectives (Hōkai Rangi) and reducing the number of people in our care, particularly Māori (<u>design</u>). We must successfully deliver organisational change but ensure it is delivered safely and effectively, within time and resource constraints (<u>delivery</u>).
Service Delivery	We are required to manage the people in our care efficiently, effectively and safely, including the detention and housing of those in prison, meeting legal requirements and expected standards of practice (<u>operations</u>). We also need to identify and implement innovative solutions to our <u>service design</u> to support continuous improvement.
People	We must ensure our <u>staff</u> have the capacity, capability and skills to meet the requirements of their roles. We have no appetite towards any <u>integrity</u> risks, such as fraud, corruption, bullying, harassment.
Safety & Wellbeing	The safety of our staff, the people in our care and the public is of paramount importance. Our general <u>health and safety risks</u> are to be eliminated where possible or mitigated to the lowest reasonably practicable level when elimination is not possible. Where we can't eliminate <u>critical health & safety risks</u> , we do not tolerate these risks without critical controls in place. Staff and offender <u>wellbeing</u> will always be at the forefront of our minds.
Finance	We must ensure a robust financial <u>control environment</u> with sound governance and <u>investment practices</u> . The quality of information and insights help improve <u>performance</u> which underpins decision making when allocating resources to achieve our outcomes and enduring financial sustainability.
Information & Technology	We will implement and utilise technology solutions to enhance processes (<u>functionality</u>), while maintaining the integrity of IT systems and compliance with all information privacy and Protective Security Requirements (<u>security</u>).



OPEN

Willing to take innovative approaches, based on potentially greater benefits, while recognising higher inherent risk.

RECEPTIVE

Willing to consider various options with potentially higher levels of inherent and target risk, and choose the one most likely to result in successful delivery while also providing acceptable benefits.

CAUTIOUS

Focus on safe options that have a low level of target risk and limited potential for benefits.

AVERSE

Where possible eliminate, and if not focus on the most effective controls to manage the risk to the lowest appropriate level.

MANAAKI

We care for and respect everyone

KAITIAKI

We are responsive and responsible

WAIKURA

We are unified and focused in our efforts

RANGATIRA

We demonstrate leadership and are accountable

WHANAU

We develop supportive relationships