











Detailed Risk Appetite Statement

Risk Appetite Statement									
Risk Appetite Range			No Appetite		Low Appetite		Moderate Appetite		High Appetite
Approach to Risk									
Key Activity	Risk Appetite Statement	Accepts No Risk			Accepts as little risk as possible and takes a cautious approach towards taking risk		A balanced and informed approach to risk taking		A more aggressive approach to taking risk for increased benefit or to achieve AusDBF's strategy
Delivery of Service and Physical and Electronic Resources	<p>There is a low appetite for operational risks arising from failure to meet commitments and/or suitability of advice and meeting KPI's. AusDBF has no appetite for the loss of, or otherwise, unauthorised or accidental disclosure of sensitive information. AusDBF has a low appetite for risks which supports its critical business functions and adversely affects staff, clients or the community.</p> <p>Whilst the ability to support operations on a day-to-day basis is important, AusDBF has a moderate appetite for change, to ensure robust and well organised processes that support the organisation to manage resources, staff/volunteer capabilities and organisational structure. The aim is to optimise performance, improve efficiencies, implement change, and achieve strategic plan objectives. There is a high-risk appetite for improvements to service quality and delivery through the regular evaluation of programs and services.</p> <p>AusDBF has a low-risk appetite for damage to organisational assets from threats arising from malicious attacks or irresponsible use of AusDBF's resources and unnecessary liabilities. To address this issue, AusDBF aims for strong internal processes and the development of robust technology controls. AusDBF has a high appetite for systems and technology that supports the ongoing delivery of critical services to the scale, scope and quality necessary for AusDBF to compete in a rapidly changing environment.</p>	<ul style="list-style-type: none">disclosure/loss of sensitive information			<ul style="list-style-type: none">Failure to meet commitments.Suitability of adviceMeeting KPI'sRisks which support critical business functionsDamage to organisational assetsThreats arising from malicious attacks		<ul style="list-style-type: none">Change		<ul style="list-style-type: none">Improvements to service quality and deliveryImprovements to service quality and deliverySystems and technology that supports the ongoing delivery of critical services







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Organisation Culture and Compliance	AusDBF seeks to comply with relevant statutory and compliance requirements to the best of its endeavours. The organisation will achieve this through strong governance and management which will shape the organisational culture for compliance, ethical conduct and living its values. AusDBF has no risk appetite for misconduct, fraud, harassment or discrimination and non-compliance behaviour that undermines the integrity and reputation of the organisation. AusDBF has no appetite for failure to meet contractual requirements, nor non-compliance with legal, professional and regulatory requirements.	<ul style="list-style-type: none">• Misconduct, fraud, harassment or discrimination• Non-compliance behaviour• Failure to meet contractual, legal, professional or regulatory requirements		<ul style="list-style-type: none">•		<ul style="list-style-type: none">•		<ul style="list-style-type: none">•	
Community, Member and Client Engagement	<p>AusDBF relies on motivated, diverse and high-quality staff to perform its functions. The organisation aims to create an environment where members are empowered to reach their full potential. AusDBF expects members to conduct themselves with a high degree of integrity, to strive for excellence in the work they perform and the outcomes they achieve. The appetite for behaviours that do not meet these standards and AusDBF's Code of Conduct is very low. There is also a low appetite for risk arising from inadequately trained staff or failed internal processes. AusDBF takes very seriously any breaches of its Code of Conduct, particularly breaches that jeopardise the mental and physical health and safety of its members and the public.</p> <p>AusDBF is willing to take risks that will drive strong community engagement and increased services. The organisation has a high-risk appetite to provide equitable access to culturally appropriate programs and services. AusDBF has no appetite for risks that will destroy AusDBF's brand, reputation and diminish its role in the community.</p>	<ul style="list-style-type: none">• Risks that impede or destroy brand or reputation.•		<ul style="list-style-type: none">• Unacceptable behaviours• Inadequately trained staff and members• failed internal processes• breach of code of conduct• Increased staff turnover		<ul style="list-style-type: none">•		<ul style="list-style-type: none">• High quality and empowered staff• Equitable and sustainable access to programs and services	







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Financial and Commercial	<p>AusDBF intends to remain financially sustainable to continue to serve its Mission, Vision and Purpose. There is no appetite for decisions that have a significant negative effect on AusDBF's long-term financial sustainability or for internal fraud, collusion, theft and associated reputational risk.</p> <p>There is a high appetite for being more innovative, more commercially adept and exploring avenues to diversify revenue streams through commercially viable opportunities and partnerships that are independent of Government funding. This includes creating a culture and environment that encourages idea sharing and creativity, and nurtures innovative concepts and relationships that are not consistent with the status quo. Financial viability risk and rewards are to be weighed against both short and long term strategic and operational priorities.</p> <p>AusDBF's risk appetite seeks to optimise a high level of return whilst achieving appropriate risk versus reward performance from any commercial venture. AusDBF has a low appetite for failure to deliver high-quality projects on time, to budget and expected quality. The organisation recognises that the actual or perceived inability to deliver strategic initiatives could have a significant effect in its ability to achieve its objectives as well as to its reputation.</p>	<ul style="list-style-type: none">Negative financial sustainability decisionsInternal fraud, collusion, theft		<ul style="list-style-type: none">Failure to deliver high quality project outcome of expected quality		<ul style="list-style-type: none">Innovation within commercial projects, services and products		<ul style="list-style-type: none">Diversifying revenue streamsNon-government partnershipsMore commercially adept	



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Health, Safety and Environment	<p>AusDBF is committed to creating a safe working environment for all its staff and clients, where people are protected from physical and psychological harm. There is no appetite for compromising employee, client or the public's safety and welfare. AusDBF puts the wellbeing of people above all other considerations.</p> <p>It is not the AusDBF's intention to avoid inherently risky activities which are part of running the organisation; however, a strong culture of health and safety awareness and risk management is expected of all staff. This includes identifying and managing health and safety risks to the best extent possible. AusDBF has a strong interest in protecting and preserving the environment, hence has a low appetite for activities that significantly degrade the environment. There is a moderate risk appetite for decisions that consider opportunities to create an environmentally sustainable future.</p>	<ul style="list-style-type: none">Compromising staff, client or public safety and welfare		<ul style="list-style-type: none">Activities which significantly degrade the environment		<ul style="list-style-type: none">Decisions that promote and consider opportunities to create an environmentally sustainable future			
Learning and Education	<p>AusDBF has a moderate appetite for innovative courses and learning that enhance client/stakeholder outcomes and experience. This involves delivering courses that are relevant to improving skills that improve the lives of our clients. This will not be achieved by compromising AusDBF's low risk appetite for poor learning and teaching practice or course quality which would not meet external accreditation and AusDBF quality requirements.</p>	<ul style="list-style-type: none">not meeting accreditation		<ul style="list-style-type: none">Poor learning and teaching practice		<ul style="list-style-type: none">Innovative courses and learning			
Industry and Government Collaboration and Partnerships	<p>AusDBF is willing to accept the risk of working with contracted third parties to deliver core business activities and services. AusDBF has a moderate risk appetite for investment to grow its social and economic impact through partnerships, industry collaboration and innovation. By doing so, AusDBF has a low-risk appetite for partner failure or conduct that is unethical, non-compliant with AusDBF accreditation or legislation, or compromises quality.</p>	<ul style="list-style-type: none">		<ul style="list-style-type: none">Partner FailureUnethical or non-compliant conduct		<ul style="list-style-type: none">Investment to grow its social economic impact			