Document Name:	Risk Appetite Statement
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Our Risk Appetite Statement communicates to workforce, partners, funders, clients and community members the level of risk the Board is comfortable with taking and to guide decision making across Whittlesea Community Connections (WCC). It provides clarity regarding the boundaries in decision making and what risks need to be escalated back to the Board for review and consideration.

Risk Category	Risk Appetite Statement	Key Result Areas	Target
Strategic	We are a community based, not for profit organisation, whose viability and success are dependent on external factors such as government policies as well as internal factors such as workforce capacity. On a regular basis we develop a strategic plan and identify priorities that best position the organisation to enable it to achieve its mission. As we operate in a dynamic environment, we need to be alert to changes in the community, in government and in the service sectors within which we operate. *We have a **very low appetite** for strategic planning oversight which fails to regularly monitor and review the implementation of WCC's strategic directions.*	Annual review of strategic directions Half yearly Management progress report on strategic priorities	100% completion 100% completion
Workforce (including employees, students and volunteers)	We seek to create a safe, respectful and inclusive workplace for our employees, volunteers and students. Our people are fundamental to the delivery of a quality service that is driven by a strong values base. While we recognise that providing a diverse range of services across multiple sites brings with it a range of challenges and opportunities, we do not tolerate work practices, behaviours, actions or inactions that compromise the safety and wellbeing of our people.	Number of new health and safety incidents per year Number of new WorkCover claims	Nil significant health and safety incident (as defined in the WCC Risk Management Framework) No more than 1 new claim over 12 months

	*We have a **very low appetite** for physical and psychological injuries to our people or those we support.* *We have **an appetite** to* *invest to enable growth in our team, volunteers and workforce, activities that will improve everyone's well-being.* *actively encourage a diverse workforce and provide inclusive support service.* *retain and recruit people who are skilled, qualified and appropriately selected for all roles.*	Regular health and safety audits	100% completion - Quarterly health and safety audit report including improvement actions
	As a community-based organisation, we deliver services within a community development context. As such, we recognise that this mode of delivery requires creativity and innovation, and a capacity to adapt as our clients' circumstances change. We recognise the demands that our service delivery model makes on our employees and volunteers, and acknowledge its impact on workforce recruitment, training and turnover. *We have a **medium appetite** for temporary capability or capacity gaps that don't impact service quality.*	Staff turnover Employee engagement	<10% annual staff turnover 100% completion - Annual report on employee engagement survey
Legal and Compliance	We operate in a complex and dynamic environment with a wide range of legislative obligations across multiple jurisdictions. We operate in a highly regulated environment directed to ensuring child safety. We also have a wide range of other statutory obligations as an employer, data holder of sensitive information and a charity. *We have a **very low appetite** for any serious regulatory non-compliance and zero tolerance for unlawful activities. We have a low appetite for other legal risks such as arising under contract.*	Criminal offences Breaches of legislative obligations Regulatory investigations / Notices from regulatory bodies	Nil Nil Nil substantiated
Cybersecurity and Confidentiality	Management of systems includes information technologies, AI & cybersecurity, assets (data and property) and process (practices and policy). WCC is committed to ensuring that the management of our systems operates with integrity and confidentiality. This provides our clients, workforce and stakeholders confidence in our ability to service the wider community. *We have a **low appetite** for confidentiality breaches – in particular client privacy and data, as well as workforce negligence or deliberate misuse within the cyber*	Privacy and confidentiality breaches Cyber/data security incidents	Nil breach Nil significant cyber/data security incident (as defined in the WCC Risk Management Framework)

	landscape. We will mitigate these risks through an informed workforce and up to date systems monitoring and enforcing cyber security controls.		
Financial	WCC recognises that financial risks are inherent in pursuing our mission-driven goals, balancing social impact with fiscal sustainability. We actively assess and manage risks related to funding fluctuations and regulatory changes to ensure continuity of our programs and services. Through strategic planning, diversification of revenue streams, and prudent financial management, we aim to mitigate these risks and remain resilient in achieving our social objectives. Investment of "idle" cash should be made to maximise returns while mitigating risks by diligently selecting available options. Ethical investments should be favoured where practical. *WCC has a **low appetite** for variation in financial performance including cash flow sensitivities as long as long-term financial sustainability is not threatened. WCC has a **very low appetite** for operational risks including fraudulent behaviour and business model risk.*	Negative variation between actual and budget of line items as per financial report Incidents of fraud Optimise value of cash invested in higher – yield options	<10% negative variation against financial report line items Nil incidents 100% completion - Annual performance analysis of chosen investment strategies compared to general market performance
Reputational	WCC recognises that its reputation is a key element in its success in attracting funding and other resources to support its mission. Interactions with clients, the general public, partners and funders at individual, community and at system levels all impact on the creation and maintenance of WCC's reputation. *We have a **very low appetite** for behaviours and actions that may damage the reputation and standing of the organisation in the community*	Client and partner feedback	100% completion - Development of measures for client and partner feedback
Client Outcome	The provision of quality service and positive client experiences and outcomes is at the heart of everything we do. *We have a **low appetite** for poor quality client care and outcomes and have processes in place for client feedback to address any identified deficiencies*	Client outcomes measure	100% completion – Development of industry standard client outcomes measure

Related documents

Related procedures, guidelines, forms	WCC Risk Register

Related frameworks	WCC Risk Management Framework
Related policies	
Relevant legislation or standards	

Document Change History

Version	Status*	Comments	Author(s)	Ratified by	Date Ratified
V1	DRAFT	New document	Board, FARM and Management	Board	October 2024

* Valid values for this column are: DRAFT, ENDORSED, REVIEWED (no revision)