



CANBERRA REGION RUGBY LEAGUE

Canberra Region Rugby League RISK APPETITE STATEMENT

Version:	1.0
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Review Frequency:	Annual
General Manager and Committee are responsible for this document.	

Canberra Region Rugby League Risk Appetite Statement

1. Purpose

The Canberra Region Rugby League Committee acknowledges that, in pursuit of its strategic objectives, Canberra Region Rugby League will face risks related to the following matters:

- Health and safety;
- Child safety and safeguarding;
- Technology;
- Financial;
- Commercial;
- Strategic;
- Business Continuity;
- Administration Stability and Succession Planning
- Reputational;
- Legal;
- Data security;
- Strategic; and
- Representative

Canberra Region Rugby League is committed to systematically and diligently managing these risks and emerging risks that may arise that have an impact on Canberra Region Rugby League's strategy and operations.

This Risk Appetite Statement describes Canberra Region Rugby League's approach to managing risk and provides the basis for setting acceptable levels of risk tolerance and identifying and implementing mitigation strategies. Risks residually rated as "Extreme" or "High" in Canberra Region Rugby League's Risk Assessment Matrix will be subject to careful and more regular Committee and Management review and, where possible, will be managed down to a residual risk rating of "Medium" or "Low".

2. Canberra Region Rugby League's Strategic Objectives

Our Purpose

To strategically and comprehensively align all junior and senior clubs with recruitment, retention, facilities, sponsorship in the development of rugby league whilst promoting the game as culturally aware, inclusive and progressive

Our Core Values




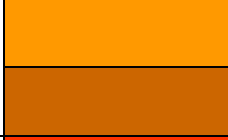
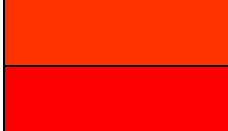
Excellence, Adaptability, Integrity, Respect, Inclusion, Courage and Professionalism

Strategic Pillars:

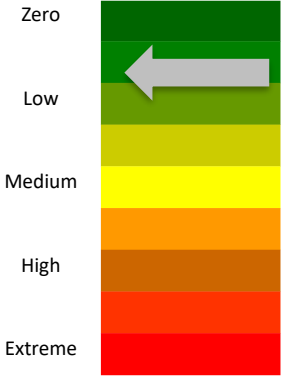
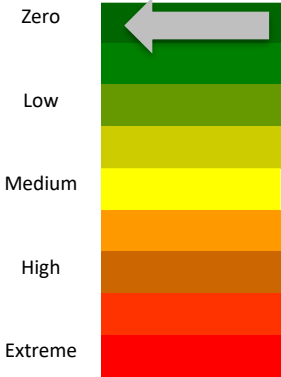
1. Participation
2. Pathways
3. Clubs
4. Capacity Building

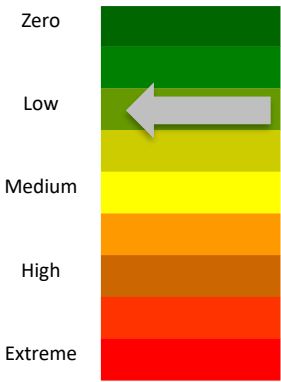
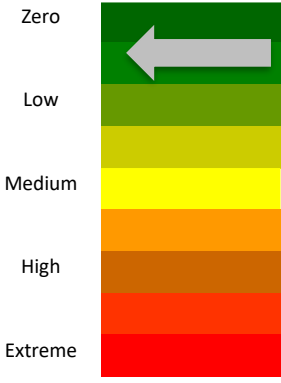
3. Risk Appetite Scale

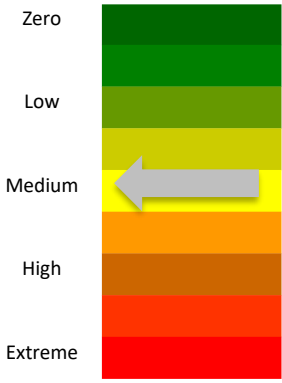
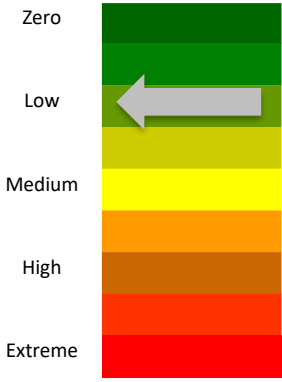
Canberra Region Rugby League assesses its risk appetite in relation to particular risks using the follow risk appetite scale:

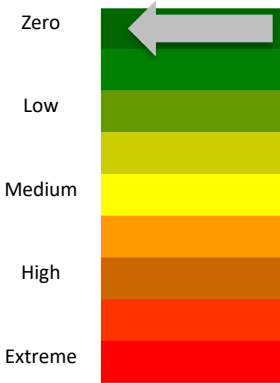
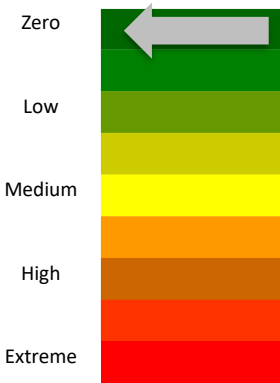
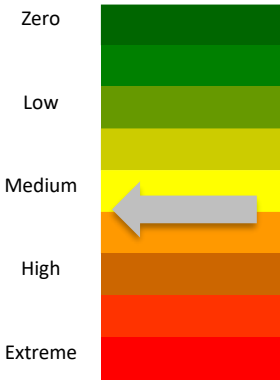
Risk Appetite	Description	Rating
Zero tolerance	Will avoid taking on any risk	
Low	Organisational preference is to take caution and accept as little risk as reasonably possible (ALARP)	
Medium	Takes a balanced view to risk taking	
High	Willing to consider options having greater than normal inherent risk	
Extreme	Willing to take on an aggressive level of risk taking	

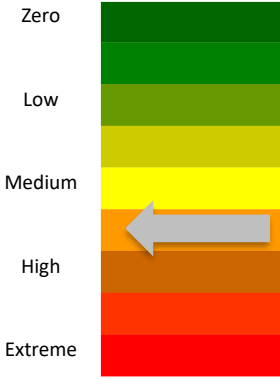
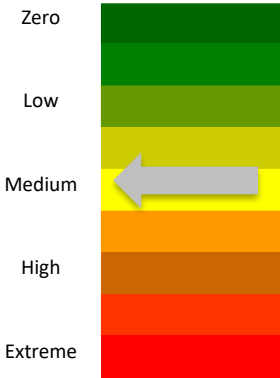
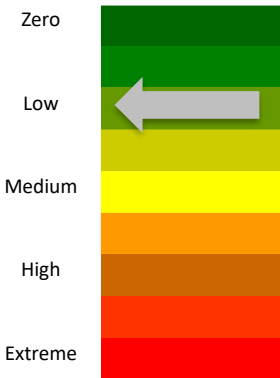
4. Risk Appetite Statements

Health and Safety Risks	Health and Safety Risk Appetite
<p>Canberra Region Rugby League is committed to providing the highest standards of health, safety and welfare for its athletes, staff, fans and participants.</p> <p>Canberra Region Rugby League seeks, wherever it is reasonably practicable to do so, to avoid inherently risky activities and to manage work health and safety risks to the lowest extent possible, such as Concussion.</p> <p>Canberra Region Rugby League remains explicitly committed to being seen as the industry leader in concussion awareness, mitigation and education across the region.</p> <p>Canberra Region Rugby League will continually revise and update the organisations Risk Register in line with the service offerings of the business</p>	 <p>The diagram shows a vertical scale with five levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the 'Low' level, indicating the organization's risk appetite.</p>
Child Safety and Safeguarding	Child Safety and Safeguarding Risk Appetite
<p>Canberra Region Rugby League is committed to providing a safe and respectful environment for its staff, volunteers, athletes and participants.</p> <p>Staff and athletes must at all times be protected from physical and psychological harm.</p> <p>Canberra Region Rugby League is committed to eradicating all forms of discrimination, harassment and bullying.</p> <p>Canberra Region Rugby League has a zero-tolerance approach to any form of abuse or exploitation of its staff, volunteers, athletes and participants (including children).</p> <p>This zero tolerance policy is upheld inline with the CRRL Child Safeguarding and Young People Policy.</p>	 <p>The diagram shows a vertical scale with five levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the 'Zero' level, indicating the organization's risk appetite.</p>

Technology Risks	Technology Risk Appetite
<p>Canberra Region Rugby League’s technology platform is critical to its ability to service and connect with its broad range of stakeholders. It is also a critical enabler of competition management capabilities for Canberra Region Rugby League’s clubs, referee association, volunteer administrators and participants.</p> <p>Canberra Region Rugby League’s information technology security program must be robust enough to mitigate the various cyber threats to which Canberra Region Rugby League is exposed.</p> <p>Canberra Region Rugby League has a low appetite for accepting risks that may compromise its ability to service and connect with its stakeholders.</p>	 <p>The diagram shows a vertical scale of risk appetite levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A white arrow points to the Low level.</p>
Financial Risks	Financial Risk Appetite
<p>Canberra Region Rugby League is a not-for-profit organisation that exists to service its members and administer the sport of Rugby League across the ACT and surrounding region.</p> <p>It must remain financially sustainable to do this.</p> <p>As such, Canberra Region Rugby League has a low-risk appetite for the irresponsible use and allocation of its financial resources.</p>	 <p>The diagram shows a vertical scale of risk appetite levels: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A white arrow points to the Zero level.</p>

Commercial Risks	Commercial Risk Appetite
<p>Canberra Region Rugby League intends to be commercially nimble, entrepreneurial and look for ways to sustainably grow and diversify its revenue base through the introduction of new products and partnerships and secure the financial underpinning of its strategic objectives.</p> <p>Canberra Region Rugby League intends to continue to invest in its people and facilities in the pursuit of growth of Rugby League across the Canberra Region</p> <p>Canberra Region Rugby League has a medium appetite to explore and take commercial risks, within reason.</p>	 <p>The Commercial Risk Appetite scale is a vertical bar with five color-coded levels: Zero (dark green), Low (light green), Medium (yellow), High (orange), and Extreme (red). A grey arrow points to the Medium level.</p>
Reputational Risks	Reputational Risk Appetite
<p>Canberra Region Rugby League operates in an issues rich environment as Rugby League is well-entrenched in the local psyche.</p> <p>Public scrutiny of Canberra Region Rugby League’s competition results and administrative performance are welcomed and accepted parts of being an SSO.</p> <p>Scrutiny arising from controversies that can be associated with Canberra Region Rugby League can significantly damage the organisation’s reputation and its ability to attract and retain participants and commercial support.</p> <p>Canberra Region Rugby League will seek to communicate clearly and transparently, subject to the various codes and policies to which the organisation and its athletes are bound, and will seek to ensure that key stakeholders are appropriately informed of key matters.</p> <p>Canberra Region Rugby League will always operate within the confines of its constitution, staff and committee code of conducts and any other relevant policy.</p> <p>Canberra Region Rugby League has a low appetite for any activity that may compromise our brand or credibility.</p>	 <p>The Reputational Risk Appetite scale is a vertical bar with five color-coded levels: Zero (dark green), Low (light green), Medium (yellow), High (orange), and Extreme (red). A grey arrow points to the Low level.</p>

Legal Risks	Legal Risk Appetite
<p>Any failure by Canberra Region Rugby League to comply with legal, regulatory and legislative compliance requirements is almost certain to lead to financial and reputational damage for Canberra Region Rugby League and the sport of Rugby League.</p> <p>Canberra Region Rugby League has a zero-tolerance approach to failure to comply with legal, regulatory and legislative compliance requirements to which it is subject.</p>	 <p>The scale consists of five horizontal bars of increasing height from top to bottom, colored as follows: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the top of the Zero bar.</p>
Data Security Risks	Data Security Risk Appetite
<p>Canberra Region Rugby League acknowledges its obligations in respect of personal information and is not willing to accept the risk of financial loss and reputational damage associated with the breach of data protection legislation.</p> <p>Canberra Region Rugby League has zero tolerance for the loss, or unauthorised disclosure, of personal information or other commercially sensitive information, howsoever it may occur.</p>	 <p>The scale consists of five horizontal bars of increasing height from top to bottom, colored as follows: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the top of the Zero bar.</p>
Strategic Risks	Strategic Risk Appetite
<p>Canberra Region Rugby League operates in a highly competitive environment, where multiple sports, leisure and entertainment products are competing for consumer and participant attention.</p> <p>Canberra Region Rugby League needs to be agile, nimble and positioned to adapt to the changing world in which it lives and operates.</p> <p>As such, Canberra Region Rugby League is willing to accept a moderate level of risk in pursuit of its strategic direction and attached objectives as detailed on the Strategic Plan 2022-26.</p>	 <p>The scale consists of five horizontal bars of increasing height from top to bottom, colored as follows: Zero (dark green), Low (medium green), Medium (yellow-green), High (orange), and Extreme (red). A grey arrow points to the top of the Medium bar.</p>

Representative Team Risks	Representative Team Risk Appetite
<p>Canberra Region Rugby League will operate its representative teams inline with the relevant policy and legislative requirements.</p> <p>Canberra Region Rugby League is committed to sourcing and offering pathways for male and female athletes to high performance opportunities with the Canberra Raiders</p> <p>Canberra Region Rugby League does not sanction any form of conduct that would be prohibited conduct under the CRRL Child Safeguarding and Young People policy, CRRL Complaints, Disputes and Disciplinary Policy or any relevant law or legislature</p> <p>Canberra Region Rugby League is willing to accept a moderate of risk in pursuit of representative team outcomes.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>
Business Continuity Risks	Business Continuity Risk Appetite
<p>Canberra Region Rugby League will always endeavour to ensure that contingencies are in place to guard the organisation against any issues that may affect business continuity.</p> <p>Canberra Region Rugby League will seek to communicate clearly and transparently at all times, ensuring that key stakeholders are appropriately informed of matters concerning business continuity.</p> <p>Canberra Region Rugby League has a medium appetite for any business activity or program scheduling that may pose a threat to business continuity.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>
Administration and Succession Planning Risks	Administration and Succession Planning Risk Appetite
<p>Canberra Region Rugby League is a not for profit organisation that exists to service its members and administer the sport of Rugby League in the ACT and surrounding region.</p> <p>As such the organisation recognises the imperative need to have a stable administration.</p> <p>Canberra Region Rugby League will be proactive in the operation of its administration and succession planning by ensuring all staff onboarding and internal systems are maintained and fit for purpose.</p> <p>Canberra Region Rugby League has a low appetite for an unstable administration.</p>	 <p>Zero</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>Extreme</p>