

# Djabugay Risk Management Plan

## Our risk appetite and tolerance

We recognise it is not possible, or necessarily desirable, to eliminate all of the risks inherent in our work. Accepting some degree of risk in our business practices promotes efficiency and innovation. Djabugay is willing to accept higher levels of risk when the potential benefits outweigh the negative consequences of risks. In doing so, we must be able to demonstrate that we have made informed, evidence and risk-based decisions. We identify that managing risks well builds upon our most valuable asset as a business, that being our reputation.

### People

<b>Workforce</b>	moderate appetite / low tolerance	Djabugay is committed to building a capable, professional and responsive workforce which enables Djabugay to deliver on its priorities. We have a <b>moderate risk appetite</b> for risks to Djabugays' skills, knowledge and expertise and will continue to proactively invest in our people. We have a <b>low tolerance</b> for ongoing staff under-performance.
<b>Work Health and Safety</b>	no appetite / will not tolerate	Djabugay is committed to providing a safe workplace for all employees, visitors and contractors that is free, where reasonably practicable, from physical or psychological harm. We will maintain a proactive focus on mitigating risks and promote best-practice risk management. We <b>will not tolerate</b> death or serious injury and will take all reasonable steps to prevent these.

### Governance

<b>Integrity and fraud</b>	very low appetite / no tolerance	Djabugay recognises that there is a risk of fraud and corruption within our activities. We have a <b>very low appetite</b> for unethical behaviour, and we <b>will not tolerate</b> fraud or corruption. We will take all reasonable steps to prevent, detect and respond to fraud.
<b>Legal and compliance</b>	low appetite / moderate tolerance	Djabugay is committed to a high level of compliance with relevant legislation, regulation, best practice as well as internal policies and governance requirements. We have a <b>low risk appetite</b> where we have taken all reasonable steps to understand the legislative environment that we operate in. We <b>will not tolerate</b> deliberate or purposeful violations of legislative or regulatory requirements. We have a <b>moderate tolerance</b> for non-compliance with internal policies and procedures in specific circumstances

where this would avoid adverse or unintended consequences.

<b>Financial and resources</b>	low appetite / low tolerance	Djabugay is committed to managing resources efficiently, effectively, economically and ethically. We have a <b>very low risk appetite</b> related to financial management. We have a <b>very low tolerance</b> for systemic control failures or breakdowns and unexplained variances to administered finances.
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<b>Information, systems and security</b>	low appetite / very low tolerance	Djabugay invests in processes, systems and technology that are fit-for-purpose and enable Djabugay to achieve its purposes and objectives in an effective and efficient manner. We have a <b>low risk appetite</b> related to security risks, information management processes and systems to support business requirements. We take a strong, risk-managed approach to security that matches the threat environment for both physical and information security.
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We have a **very low tolerance** for practices that result in critical business failure, unmanageable information security breaches, encourage loss or unauthorised disclosure of sensitive information, or system unavailability beyond the agreed disaster recovery/business continuity recovery times.

#### Performance / delivery

<b>Business outcomes (program, project, service delivery)</b>	moderate appetite / very low tolerance	Djabugay is committed to delivering high-quality business outcomes and we aim to improve outcomes through ongoing monitoring of performance and evaluation. Djabugay has a <b>moderate risk appetite</b> in the pursuit of innovation to achieve business outcomes, where reasonable steps have been taken to implement effective governance arrangements. We have a <b>very low tolerance</b> for non-delivery and expect that delivery risks will be identified, managed and, where needed, escalated to ensure appropriate visibility.
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<b>Regulatory</b>	moderate appetite / low tolerance	Djabugay is committed to maintaining effective and efficient systems and process that meet the requirements of regulatory frameworks that are fit-for-purpose, proportionate to risk, and continuous improvement. We use a risk-based approach to monitoring and compliance activities with a focus on achieving good, practical outcomes. We have a <b>moderate appetite</b> for regulatory
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risks and we have a **low tolerance** for systemic non-compliance with regulation.

<b>Stakeholders</b>	moderate to high appetite / low tolerance	Our relationships with stakeholders supports our programs/development and helps us to achieve our purposes and objectives. We have a <b>low risk appetite</b> for reputational risk. Open discussions are critical to designing our approaches. It is important we understand the different perspectives of our stakeholders, even where we do not agree. We have a <b>moderate to high risk appetite</b> for reputational damage arising from differences where we have engaged openly and robustly in a professional manner. We have a <b>low tolerance</b> for policy and regulatory approaches that are designed without meaningful stakeholder engagement.
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## Our enterprise risks

### Djabugay enterprise risks and the way we manage them are set out below.

We do not have the capability or capacity to achieve our purposes or meet emerging priorities	Our business planning and budgeting processes assist management to align people and resources with areas of greatest priority.
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We use skilled staff and agile short-term project teams to bring necessary expertise and resourcing to our priority areas.

We do not establish and maintain resilient, secure, efficient, fit-for-purpose, and effective IT systems and services	Our IT systems and services are regularly reviewed to ensure they are resilient, effective, efficient, and meet our business requirements. Our business planning is used to inform IT systems and services design. We monitor the internal and external environments to identify potential threats and opportunities for improvement.
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We are not influential and fail to steer and anticipate policy direction and communicate objectives, benefits and progress	We maintain close engagement with our stakeholders and key external stakeholders to ensure outputs align with relevant external priorities and our priorities.
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We monitor relevant sector developments, and provide advice to government on risks, opportunities and relevant options.

We do not deliver effective and efficient programs and services and outcomes are not aligned with objectives

We engage with our external and internal stakeholders and delivery partners. We invest in our people, our systems and our processes to ensure our programs are effective and efficient.

Our board and executive monitor program alignment with the aspirations of our members and Traditional Owners, government policy and international first nations agenda. Our business plans link organisational, current agenda (as above) objectives with program outcomes and include corresponding performance measures.

Our activities, or lack of appropriate action, cause death or serious injury

Policies and process are regularly updated and performance plans include mandatory work health and safety deliverables. We maintain regular engagement with health and safety representatives through Djabugay workplace health and safety committee and address issues promptly. Work health and safety training is mandated for our people.

We do not effectively engage with key stakeholders and consumers

We actively seek diverse views and Djabugay engages regularly with key stakeholders—including Ministers, Commonwealth, state and territory agencies and industry stakeholders—to deliver government priorities.

We do not act with integrity and public and government trust is reduced

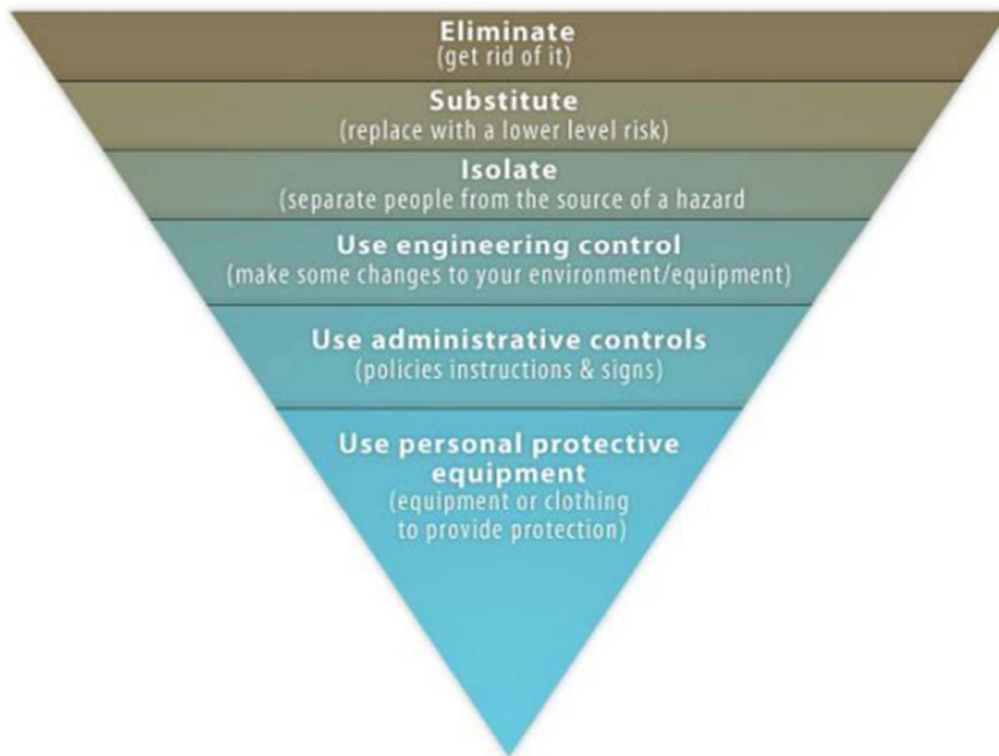
Relevant policies and procedures are periodically reviewed. Our fraud control plan and fraud risk assessment are reviewed every 2 years, or when significant changes occur.

Death or serious injury (including mental health injuries) associated with Djabugay operations, programs or regulation, including those delivered by third parties

We maintain regular engagement with our internal and external stakeholders and delivery partners to ensure that work health and safety concerns are discussed and issues are addressed promptly.

## Risk Assessment & Acceptance Criteria

When addressing Risk, Djabugay will in the first instance attempt to **eliminate the risk**. If this is not reasonably practicable, the Risk will be addressed according to the Hierarchy of Control.



That is:

- **Substitute** the hazard, either wholly or partly, that has given to the risk with something that a lessor risk;
- **Isolate** the risk from any person exposed to it;
- Use an **engineering control** and make some changes to your environment or equipment.

If the risk still remains after implementing any or all of the above control measures Djabugay shall also:

- Implement **administrative controls** such as training or signage;
- Ensure the provision of **appropriate Personal Protective Equipment** such as gloves or protective eyewear.

## Consequence Table

Consequence is the impact if an event occurs. To put it another way, if a hazard occurs, what are the possible results if an event happens. The table below provides the descriptors for the consequence of a hazard/risk occurring at Djabugay

Low	Medium	High	Extreme
No measurable operational delay or interruption	Short term disruption to essential services <5 days	Disruption to essential services >5 days	Disruption to Essential services >14 days
No participant harm	Disruption to operating services <5 days	Disruption to operating services >5 days	Disruption to operating services >14 days
No measurable operational delay or interruption to information technology	Minor and brief participant harm	Participant has significant adverse effect	Serious breach of clinical standards requiring notification to external authority
No or minimal financial loss of income	Significant incident requiring investigation and review of clinical processes and procedures	Serious incident resulting in hospitalisation or further treatment	Participant severely affected and may die
Minor adverse publicity, no impact on clients or stakeholders	Disruption to information technology <1 day	Disruption to information technology >1day	Permanent loss of data
Issue reported - no injury sustained	Financial loss of income <\$5k	Financial loss of income >\$5k	Financial loss of income >\$25k
Incident reported- no action required	Significant adverse publicity	Major adverse public	Sustained adverse publicity
	Funding body request organisation to 'explain'	Serious injury / incident in the workplace (work related) requiring hospitalisation	Permanent damage to stakeholder relations
	Short term loss of time <5 days due to injury / incident in the workplace (work related)		Death in the workplace (work related)
			Serious breach of Workplace Health and safety
			Serious breach of legal, regulatory or policy requirement
			Serious financial or statutory breach
			Notification of external authority or civil case
			Significant impact on organisation' viability

### Likelihood Table

Likelihood on a risk matrix represents the likelihood of the most likely consequence occurring in the event of a hazard/risk occurrence. To put it another way, if a hazard occurs, what are the chances the most likely safety mishap will occur. The table below provides the descriptors for the likelihood of a hazard/risk occurring at Djabugay

Descriptor		Frequency
<b>Unlikely</b>	Not expected in most circumstances	0-25% chance of occurring
<b>Possible</b>	Might occur in some circumstances/ has occurred occasionally in this facility or a similar facility	26-50% chance of occurring
<b>Likely</b>	In most circumstances this event would be more likely to occur than not occur	51-75% chance of occurring
<b>Almost Certain</b>	Expected to occur in most circumstances/has occurred regularly in this facility or a similar facility	76-100% chance of occurring

## Risk Matrix

Risk Matrix	Low	Medium	High	Extreme
Almost Certain	Yellow	Red	Red	Red
Likely	Yellow	Yellow	Yellow	Red
Possible	Green	Green	Yellow	Yellow
Unlikely	Green	Green	Green	Green

Acceptability of Risk			
	Risk	Definition	Action Scale
Red	Intolerable	Rectification of risk requires immediate action/ operations do not commence or continue until mitigating circumstances have been rectified or remain under constant review and control	Immediate
Yellow	Tolerable with regular review	Rectification of risk requires actioning as soon as possible/ appropriate assessment must be conducted and mitigated to as low as reasonably practicable/ periodic review and control is required	72 hours
Green	Acceptable with regular review	Risk has been mitigated to as low as reasonably practicable. Hazards have not increased in risk and are subject to periodic review.	Five business days

**Control Rating Guide**

RATING	DETAILED DESCRIPTION	OPERATIONAL APPLICATION
<b>EFFECTIVE</b>	No Control gaps. The control is influencing the risk level and only continued monitoring is needed	Control addresses risk, is officially documented, in operation and has been tested to confirm effectiveness
<b>MODERATELY EFFECTIVE</b>	Few control gaps. The control is influencing the risk level however, improvement is needed	Control addresses risk but documentation and/or operation of control could be improved
<b>PARTIALLY EFFECTIVE</b>	Some control gaps that result in the control having limited influence on risk level	Control addresses risk at least partly, but is not documented and/or operation of control needs to be improved
<b>NOT EFFECTIVE</b>	Significant control gaps that result in the control not influencing the risk level	At best, control addresses risk, but is not documented or in operation; at worst, control does not address risk and is neither documented nor in operation

## Risk Acceptance Criteria

Acceptability of Risk			
	Risk	Definition	Action Scale
Red	Intolerable	Rectification of risk requires immediate action/ operations do not commence or continue until mitigating circumstances have been rectified or remain under constant review and control	Immediate
Yellow	Tolerable with regular review	Rectification of risk requires actioning as soon as possible/ appropriate assessment must be conducted and mitigated to as low as reasonably practicable/ periodic review and control is required	72 hours
Green	Acceptable with regular review	Risk has been mitigated to as low as reasonably practicable. Hazards have not increased in risk and are subject to periodic review.	Five business days