

Djabugay - 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.

People

Workforce	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 moderate risk appetite for risks to Djabugays' skills, knowledge and expertise and will continue to proactively invest in our people. We have a low tolerance for ongoing staff under-performance.
Work Health and Safety	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 will not tolerate death or serious injury and will take all reasonable steps to prevent these.

Governance

Integrity and fraud	very low appetite / no tolerance	Djabugay recognises that there is a risk of fraud and corruption within our activities. We have a very low appetite for unethical behaviour, and we will not tolerate fraud or corruption. We will take all reasonable steps to prevent, detect and respond to fraud.
Legal and compliance	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 low risk appetite where we have taken all reasonable steps to understand the legislative environment that we operate in. We will not tolerate deliberate or purposeful violations of legislative or regulatory requirements. We have a moderate tolerance for non-compliance with internal policies and procedures in specific circumstances where this would avoid adverse or unintended consequences.

Financial and resources	low appetite / low tolerance	Djabugay is committed to managing resources efficiently, effectively, economically and ethically. We have a very low risk appetite related to financial management. We have a very low tolerance for systemic control failures or breakdowns and unexplained variances to administered finances.
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Information, systems and security	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 low risk appetite 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

Business outcomes (program, project, service delivery)	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 moderate risk appetite in the pursuit of innovation to achieve business outcomes, where reasonable steps have been taken to implement effective governance arrangements. We have a very low tolerance for non-delivery and expect that delivery risks will be identified, managed and, where needed, escalated to ensure appropriate visibility.
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Regulatory	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 moderate appetite for regulatory risks and we have a low tolerance for systemic non-compliance with regulation.
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Reputation

Stakeholders	moderate to high appetite / low tolerance	Our relationships with stakeholders supports our programs/development and helps us to achieve our purposes and objectives. 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 moderate to high risk appetite for reputational damage arising from differences where we have engaged openly and robustly in a professional manner. We have a low tolerance for policy and regulatory approaches that are designed without meaningful stakeholder engagement.
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Our enterprise risks

Djabugay’s 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. 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.
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. 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 enterprise risks

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

	<p>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.</p>
<p>Our activities, or lack of appropriate action, cause death or serious injury</p>	<p>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's workplace health and safety committee and address issues promptly. Work health and safety training is mandated for our people.</p>
<p>We do not effectively engage with key stakeholders and consumers</p>	<p>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.</p>
<p>We do not act with integrity and public and government trust is reduced</p>	<p>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.</p>
<p>Death or serious injury (including mental health injuries) associated with Djabugay's operations, programs or regulation, including those delivered by third parties</p>	<p>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.</p>