



# Risk Identification and Tolerance Assessment – Statement of Intent

|                    |                |                       |           |
|--------------------|----------------|-----------------------|-----------|
| Policy number      | 0.01           | Version               | 1         |
| Reviewed by        | George O'Dwyer | Approved by Board on  | Feb 2026  |
| Responsible person | CHI Board      | Scheduled review date | June 2029 |

## INTRODUCTION

**CHI's Statement of Intent establishes** the tolerance assessment that represents how level of risk the Community Hub Inc. is willing to take on to achieve its strategies and objectives.

These risk tolerance statements are a shared understanding of what is acceptable and unacceptable for each of the areas of the Hubs business and beyond. These statements help to avoid personal perceptions and biases that can adversely influence risk-based decisions.

## PURPOSE

**Identification of risks** is a systematic determination of what, how, where and when an event may happen that could affect Council's day-to-day operations. Risks can be identified by looking at historical performance and trends, previous events, current challenges, and the needs of those who use our services, as well as thinking about future scenarios or potential outcomes that could prevent us from providing safe and sustainable services and hinder the delivery of our long-term strategic objectives.

Risks may be articulated using the following method to provide for clarity and brevity.

**EVENT:** what will happen?

**CAUSE:** why the event could happen?

**IMPACT:** how bad will it be if it did happen, what is the exposure to the Community Hub Inc.

**Risk Categories**, there are three categories to consider when identifying and managing risks, these are:

### Strategic Risks

These are the risks associated with the achievements of the Hub and our strategic objectives.

### Operational Risks

These are the risks associated with normal business functions that support programs operations and objectives.

### Project Risks

These are the risks associated with specific projects undertaken by the Hub. Projects risks exist at every stage of the project's lifecycle.

## POLICY

This policy applies to all individuals engaged directly and indirectly on behalf of the Community Hub, whether on a regular or ad hoc basis, and covers all activities and locations.

## AUTHORISATION

GODWYER

22 February 2026

Signature of Board Chairperson  
Community Hub Inc.

Date of approval

## Statements of Intent

**Child Safe Risks** associated with managing the behaviours and conduct of all employees, volunteers, and contractors for the protection of children and young persons.

Community Hub Inc. has zero tolerance and no appetite for any level of abuse, intimidation or personal innuendo (spoken or gestured) towards children and young persons involved directly or indirectly in Community Hub Inc. services, programs or projects.

**Safety Risks** relating to managing the physical and general work environment and Community Hub Inc. controlled spaces and their impact on health and safety of employees, contractors, volunteers or members of the public.

Community Hub Inc. has no appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including employees, contractors, volunteers and community.

**Financial Risks** associated with the financial management of Community Hub Inc. and its ability to fund Community Hub Inc. services now and into the future (including risks related to revenue, expenditure, budget management, investments and debt management and accuracy of financial information).

Community Hub Inc. has a minimised appetite for any variation in financial performance over short, medium and long-term as financial sustainability is an ongoing risk and often under threat due to rural economic driven pressures.

**Cyber Security Risks** relating to the security of the network, applications and information security and disaster recovery. Community Hub Inc. has a no appetite for external and internal threats, misuse, modification and unintended damage to the security of its ICT systems/environment.

**Reputation Risks** relating to negative stakeholder opinion or negative publicity regarding business practices, Community Hub Inc. decisions or behaviour of officers and Community Hub Inc. Community Hub Inc. understands that negative publicity may occur where there is competing priorities and interests in the community. Community

Hub Inc. has a medium to large appetite for impacts on Community Hub Inc.'s reputation.

**Asset Management Risks** arising from the potential deterioration, damage or destruction of Community Hub Inc. assets and road infrastructure (including both financial costs of repair and/or replacement and the impact that loss of access to the asset has on service delivery).

Community Hub Inc. has no appetite to compromise on standards that impact on public safety. Community Hub Inc. has a small to medium appetite and will accept some level of risk over non-core or non-essential assets and infrastructure.

**Social & Cultural Impact Risks** associated with Community Hub Inc. operations that have potential or actual negative social or cultural impacts, regardless of any unintended bias, inadvertent discrimination or deliberate intent, is not tolerated.

The Hub has no appetite for risks that cause significant and irreparable damage to any informal or formal relationship with all peoples regardless of persons association or involvement with the Community Hub Inc.

**Governance Risks** relating to regulatory obligations and expectations and good governance framework and principles. Community Hub Inc. has small appetite for breaches of legal obligations, good governance principles, policies or contractual agreements that result in fines, penalties or reputational damage.

Community Hub Inc. has zero tolerance for illegal activities including fraud and corruption.

**Please refer to the Community Hub Risk Management Plan for mitigation objectives and associated activities set against each of the Hub's Portfolios control measures.**