



Baseball Canberra RISK APPETITE STATEMENT

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1. Purpose

The Board of Directors of Baseball Canberra (BC) acknowledges that, in pursuit of its strategic objectives, Baseball Canberra will face risks, some of which may include:

- Health and safety;
- Child safety and safeguarding;
- Technology;
- Financial;
- Commercial;
- Cultural;
- Reputational;
- Reputational;
- Medical / first aid;
- Legal;
- Data security;
- High performance;
- Business Continuity; and
- Stability and Succession Planning

BC is committed to systematically and diligently managing and mitigating these apparent and emerging risks that may arise that have an impact on Baseball Canberra's strategy and operations.

This Risk Appetite Statement describes BC's approach to managing risk and provides the basis for setting acceptable levels of risk tolerance. The BC Finance, Audit and Risk Committee (FAR) will review this Statement, as a 'Standing Agenda Item' in all meetings of the FAR and recommend changes/updates to the Board where appropriate. The BC Board will review this Statement, annually.

Risks residually rated as "Extreme" or "High" in BC's Risk Assessment Matrix will be subject to careful and more regular Board and Management review and, where possible, will be managed down to a residual risk rating of "Medium" or "Low".

2. BC's Strategic Objectives

Our Purpose

To lead and support the delivery of baseball opportunities across the ACT and surrounding regions to create a legacy of participation, development pathways, and success for our sport.

Our Core Values

Sustainability, Accountability, Transparency, Excellence

Strategic Pillars:

1. Growth & Participation
2. Volunteer and Organisational Stability
3. Financial and Infrastructure Development, and
4. Community & Brand Engagement.

The BC Board approved this Statement, out of session, on 3 August 2026.

- 2027 annual review: TBC
- 2028 annual review: TBC
- 2029 annual review: TBC
- 2030 annual review: TBC

3. Risk Appetite Scale

BC assesses its risk appetite in relation to particular risks using the following risk appetite rating 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	
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

<i>Health and Safety Risks</i>	<i>Risk Rating</i>
BC is committed to providing the highest standards of health, safety and welfare for its athletes, staff, participants and stakeholders. Baseball Canberra will, wherever it is reasonably practical to do so, will avoid inherently risky activities and to manage work health and safety risks, mitigating them to the lowest extent possible. Baseball Canberra will continually revise and update the organisations Risk Register in line with the products and services that are offered by the business.	

<i>Child Safety and Safeguarding</i>	<i>Risk Rating</i>
BC is committed to providing a safe and respectful environment for its staff, volunteers, athletes and participants. Staff and athletes must be protected from physical and psychological harm and Baseball Canberra is committed to eradicating all forms of discrimination, harassment and bullying. BC has a zero-tolerance approach to any form of abuse or exploitation of its staff, volunteers, athletes and participants (including children). This zero-tolerance policy is upheld in line with the National Integrity Framework as adopted by Baseball Australia	
<i>Technology Risks</i>	<i>Risk Rating</i>
BC's technology platforms are key to the organisations ability to service and connect with its community and broader stakeholders. It is also a critical enabler of competition management capabilities for Baseball Canberra's clubs, associations, volunteer administrators and participants. BC's information technology security procedures must remain robust to mitigate the various cyber threats to which BC is exposed. BC has a low appetite for accepting technology risks that threaten its ability to operate in and deliver its core services to the community.	
<i>Financial Risks</i>	<i>Risk Rating</i>
BC is a not-for-profit organisation that exists to service its members and administer the sport of Baseball in Canberra. It must remain financially sustainable to do this. As such, BC has a low-risk appetite for the irresponsible use and allocation of its financial resources.	

Commercial Risks	Risk Rating
BC has two main sources of revenue, key to its business operations, Capitinations and Team Nomination Fees. Baseball Canberra is looking to change this. BC intends to be commercially nimble, entrepreneurial and explore ways to grow and diversify its revenue base, in a sustainable manner through the introduction of new products and partnerships and secure the financial stability of the organisation in the pursuit of its strategic objectives. BC has a very high appetite to explore and take commercial risks, within reason.	
Reputational Risks	Risk Rating
Public scrutiny of BC's competition, performance, results and administrative performance are welcomed and accepted parts of being an SSO. Scrutiny arising from controversies that can be associated with BC can significantly damage BC's reputation and its ability to attract and retain participants and commercial support. Baseball Canberra has a low appetite for any activity that may compromise our brand or credibility with ACTGov, investors, partners, sponsors, members, families, BA/national body and our state body partners.	
Legal Risks	Risk Rating
Any failure by BC to comply with serious legal and regulatory requirements can lead to financial and reputational damage for BC and the sport of baseball in ACT. BC has a zero-tolerance approach to failure to comply with core legal and regulatory compliance requirements. Where the Board becomes aware of gaps, action will be taken.	
Data Security Risks	Risk Rating
BC 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 obligations. BC has zero tolerance for the loss, or unauthorised disclosure, of personal information or other commercially sensitive information; balanced with the scale of technology and staff.	

Strategic Risks	Risk Rating
BC operates in a highly competitive environment, where multiple sports, leisure and entertainment products are competing for consumer and participant attention. BC will be agile in its operations and well positioned to adapt to the changing world in which it operates, including AI change. BC is willing to accept a moderate to high level of risk in pursuit of its strategic direction and objectives.	
High Performance Risks	Risk Rating
One of BC's key measures is the level of success of its elite teams and athletes on the national stage. BC will aggressively pursue agreed high-performance outcomes using agreed testing benchmarks along with industry leading technological advancement. BC will operate its High-Performance teams, staff and athletes in line with relevant policies. BC does not sanction any form of conduct that would be prohibited conduct under the NIF, BC code or policy, or law. BC is willing to accept a moderate to high level of risk in pursuit of the organisations high-performance outcomes.	

Business Continuity Risks	Risk Rating
BC operates in fluid and ever-changing environment. Events such as weather cancellations are accepted parts of being an SSO. BC will always endeavour to ensure that contingencies are in place to guard the organisation against any issues arising that will affect business continuity. BC will seek to communicate clearly and early where possible to ensure that key stakeholders are appropriately informed of key matters concerning business continuity events. BC has a medium appetite for any activity or program scheduling that may become affected by events that pose a risk to business continuity.	

<i>Administration Stability and Succession Planning Risks</i>	<i>Risk Rating</i>
BC is a not-for-profit organisation that exists to service its members and administer the sport of Baseball in the ACT. BC recognises the critical importance of stable staffing, administration and succession planning at Board and staff level. BC has a low-risk appetite for unstable administration.	