

CaSPA Strategy and Risk Appetite Statement

Adopted 26/05/2025

Risk Category	Risk appetite position statement
Unity	<p>CaSPA ranks among the top tier of educational professional organisations. Our commitment to providing high-quality support and resources leads to excellent member experience results.</p> <ul style="list-style-type: none"> • There is a moderate appetite for developing relationships and for activities that could potentially maintain or increase the value of our reputational standing (events that reinforce, sustain, or improve our reputation).
Advocacy	<p>CaSPA is committed to investing in strategies to attract, manage, motivate, develop and retain competent Board Members /EO to achieve our strategic goals.</p> <ul style="list-style-type: none"> • There is a low appetite for activities that threaten to diminish our ability to meet this commitment • There is a moderate appetite to increase advocacy with Catholic, Education, Government and other agencies who impact on the work of Principals
Service	<p>CaSPA is driven by our values and fosters a culture of support, kindness, inclusive decision making and robust intellectual inquiry within the framework of ethical behaviour.</p> <ul style="list-style-type: none"> • There is a minimal appetite for changes to our values and culture. • There is no appetite for conduct non-congruent to our values. • There is no appetite for Board Members / EO misbehaviour or misconduct. • There is a high appetite to undertake transformative projects to enhance our faith filled leadership of teaching, learning and research.

Risk Category	Risk appetite position statement
Service	<p>CaSPA is committed to ambitious research activities, impact and knowledge exchange.</p> <ul style="list-style-type: none"> •There is a high appetite for pursuing research opportunities to support our profession.
Legal, compliance and regulatory	<p>CaSPA is committed to high standards of integrity, compliance, health and safety, and ethical behaviour.</p> <ul style="list-style-type: none"> •There is no appetite for activities that do not support regulatory compliance and Catholic Safeguarding standards. •There is no appetite for bribery and other forms of corruption, or fraud by individuals, or in systems and processes, or actions that breaches any law. •There is no appetite for any deviations from our standards and legislative responsibilities in work health and safety. •There is no appetite for the compromise of personal information or digital systems security. <p>CaSPA needs to remain a well informed, influential, competitive, efficient and financially sustainable organisation, and aims to maintain our long-term financial viability and overall financial strength.</p> <ul style="list-style-type: none"> •There is a moderate appetite for actions that support the pursuit of efficiency. •There is a moderate appetite for being more commercially adept and to explore avenues to diversify revenue streams through commercially viable arrangements and partnerships.

Appendix 1

Summary of Key Risks

ASIC

- Update Officers and their Registration, Constitution
- Annual Reports
- Quarterly Reports

ACNC

- Update Officers and their Registration, Constitution
- Annual Reports

Insurance

- Renews 31/10/2025
- Travel
- Public Liability
- Corporate Liability
 - Professional Indemnity
 - Employment practices
 - Directors & Officers Statutory
 - Crime
 - Tax Audit
- Workers Comp
 - Renews 01/07/2025

Reputation

CaSPA's risk appetite summary	
High Appetite (Open)	CaSPA will operate in this area or in this way after all options are considered and the most appropriate option selected for an acceptable level of reward or value for money. Willingness to take on risk for an acceptable level of reward.
Moderate Appetite (Acceptable)	CaSPA will operate in this area or this way after risks have been effectively mitigated in order to pursue opportunities. This is generally adopted for corporate and management activities. Willingness to take on a moderate level of risk.
Low Appetite (Tolerable)	CaSPA may operate in this area or in this way where the value is assessed as worthwhile, and only after risks have been effectively mitigated or uncertainty minimised. This is adopted for core business activities and for activities in pursuing strategic objectives. Willingness to take on a limited level of risk.
Minimal Appetite (Unacceptable)	CaSPA will avoid operating in this area or in this way where there is any potential to compromise the organisation. All reasonably practicable measures to eliminate the risk must be taken. This is adopted for regulatory activities and mis-compliance. No willingness to take on any risk.