



**Council  
to Homeless  
Persons**

**Information sheet**  
CHP Risk Appetite  
Statement

[chp.org.au](http://chp.org.au)



# CHP Risk Appetite Statement

This statement of Risk Appetite is a key CHP governing document, owned by the Board and intended to guide operational decision making by the Board and the CEO. The document leads CHP's risk management framework. This statement considers CHP's most significant risks and provides an outline of the approach to managing these risks. CHP's strategic and operational plans need to be consistent with this statement.

## Introduction

Council to Homeless Persons (CHP) is the peak body representing organisations and individuals in Victoria with an interest in and commitment to ending homelessness. CHP is a company limited by guarantee governed by a Board of Directors. CHP currently seeks to influence federal, state and local government policy in ending homelessness through providing policy advice and advocacy. CHP provides the Homelessness Advocacy Service (HAS) — the pioneering complaints service of Victoria's SHS services; leads consumer participation within Victoria's SHS and partnership with people who are or who have been without a home, through the Peer Education and Support Program (PESP); enhances the capacity of Victoria's SHS and broader service sectors through the provision of training, forums and dissemination of current policy, evidence based practice and research information; produces Parity, Australia's leading national publication on homelessness; and delivers a state-wide biennial conference. CHP is predominantly funded by the state government and its voting membership is a diverse group of organisations funded by the Victorian state government to provide specialist homelessness services.

## General statement of appetite

CHP is committed to all its activities being conducted legally, ethically and with integrity. CHP has developed policies and procedures to help its board, employees and volunteers meet these high standards of ethics and conduct, as well as protecting the resources with which it has been entrusted.

There is risk involved in robust advocacy undertaken by CHP in partnership with those with the experience of not having a home, for the right government policies to end homelessness. This risk is managed through processes that promote CHP's brand and reputation, drive innovation, direct program delivery and strengthen advocacy.

Through learning from past experience, continually improving processes and depending on results from year to year, CHP may choose to increase or decrease its risk appetite in favour of higher or lower risk activities.

## **Risk management framework**

CHP strives to have a risk management framework in place that will effectively identify and manage risk across the organisation. The framework identifies that the management of risk and risk reporting is everyone's responsibility. Risks are identified, analysed, evaluated and monitored at both an organisational (top down) and operational (bottom up) level to make sure that the appropriate controls are in place and that they are effective.

## **Risk appetite implementation**

The Board of Directors and the CEO with the Management Group will be responsible for implementation and compliance with this Statement. The Board will be responsible for the implementation and review of the Risk Appetite Statement. Governance Committee will monitor the implementation of the Risk Appetite Statement and provide advice to the Board.

## **Communication**

The Risk Appetite Statement is published on CHP's website and communicated to staff including through a regular Staff Meeting.

## **Reporting and monitoring**

CHP will maintain and regularly update its Risk Register. CHP will monitor this Risk Appetite Statement against a number of existing risk metrics which will assist the Board and CEO to assess whether outcomes are consistent with the overall risk appetite. Performance against these metrics is tracked and reported to the Board. Consistent with the Risk Register, the Risk Appetite Statement will be on the Board Work Plan and reviewed twice annually.

## **Risk Appetite Map**

The Risk Appetite Map summarises and "traffic light" codes CHP's appetite for risk in the 4 selected categories. On a case-by-case basis, where risk is assessed as higher than the tolerance threshold, the CEO will consult with the Board initially through the Chair.

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## Appetite Statement

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### Governance

CHP is committed to complying with relevant legislation, regulation, its constitution, DHHS standards and maintaining accreditation. CHP does not have any risk appetite for non-conformance in this area. CHP has low tolerance to non-compliance with its internal policies, continuous quality improvement, risk and crisis management. CHP's compliance in this area, is supported through a sound governance structure, processes and internal policies and procedures.

### People and Culture

CHP's employees and volunteers are critical to the delivery CHP's operations, and the achievement of its vision and purposes. CHP's policies and practices are ethical, inclusive and culturally safe. CHP directors, employees and volunteers bring a diversity of experience and backgrounds and have the skills, competence, credentials, practices and safeguarding behaviours to achieve inclusive and culturally safe workplaces and service support.

CHP does not have any appetite for physical or psychological harm to its directors, staff, volunteers and clients, due to inadequate policies, procedures, systems, resources; and actively works to mitigate against these risks.

CHP encourages innovation and creativity in its directors, employees and volunteers in seeking to end homelessness therefore has medium level of risk.

CHP has a low tolerance to not complying with the human resources regulatory environment.

### Reputation

In order to formulate and execute CHP's purpose to end homelessness, CHP has a tolerance for a medium level of risk in seeking to effectively influence both community attitudes and government policy and priorities through robust evidence-based advocacy in partnership with people who are or have been without a home.

It is recognised that CHP represents the views of a diverse sector with a range of views and interests and has a tolerance for a medium level of risk of disagreement while seeking to best reflect and advocate on behalf of the sector.

CHP highly values its reputation and does not have any appetite for unethical activities that could adversely impact on CHP's reputation, brand or credibility.

### Financial Performance and Sustainability

CHP does not have any appetite for failing to meet its financial compliance obligations or failing to maintain a financially viable and sustainable organisation.

CHP will manage its balance sheet risks as determined through a framework of policies and financial controls.

CHP seeks to use its reserves sustainably and also to invest to achieve its purpose.