

RISK APPETITE

As adopted by



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Australian Polo Federation – Risk Appetite Statement

The Australian Polo Federation (APF) recognises that effective risk management is fundamental to achieving its mission to operate with prudent financial management, sound governance principles, and an inclusive approach that allows polo to flourish and grow within Australia. This Risk Appetite Statement defines the level and type of risk the APF is willing to accept in pursuit of its strategic objectives, supporting consistent, transparent decision-making across all activities and providing guidance to Directors, Committees, staff, and members.

Overall Approach to Risk Appetite

The APF's overall risk appetite is moderate – reflecting a willingness to accept some risk in areas that support growth, development, and visibility of polo, while maintaining a low tolerance for risks that could compromise safety, integrity, compliance, or reputation.

The APF seeks to:

- Encourage innovation and development where potential benefits to the sport outweigh manageable risks.
- Minimise exposure to risks that may threaten the welfare of people or horses, the integrity of competitions, or the financial sustainability of the organisation.
- Embed proactive risk management in all governance, operational, and program delivery activities.

Risk Appetite by Category

Risk Category	Appetite Level	Statement of Tolerance
Governance & Compliance	Low	Low appetite for any breach of legislative, regulatory, or governance obligations. Policies and procedures ensure full compliance with ASC Governance Principles and the National Integrity Framework.
Financial Sustainability	Moderate	Prepared to accept some financial risk where there is clear strategic value (e.g., growth initiatives, partnership development). Financial management remains conservative with strong controls.
Reputation & Public Image	Low	Low appetite for reputational damage. Uphold values of integrity, welfare, and inclusiveness at all times and respond swiftly to reputational threats.
Participant Safety & Welfare	Very Low	Virtually no tolerance for risks that could endanger the safety or welfare of players, officials, spectators, or horses. Compliance with medical, welfare, and equipment standards is mandatory.

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Integrity & Misconduct	Very Low	Zero tolerance for breaches of integrity, including harassment, doping, match-fixing, or discrimination. All members and participants uphold the highest ethical standards.
Operational Capability	Moderate	Accepts moderate risk related to staffing, volunteer capacity, and delivery timelines, acknowledging reliance on volunteer contributions.
Membership & Participation	Moderate to High	Accepts higher risk in pursuing innovative programs or new formats to attract and retain participants, provided safety and integrity are not compromised.
IT Systems & Data Security	Low	Low appetite for data loss or unauthorised access. All systems and personal data are managed securely and in compliance with privacy laws.
Event Delivery	Moderate	Accepts some operational and logistical risk associated with event delivery, recognising that external factors such as weather or biosecurity may not be fully controllable.
Environmental & Biosecurity	Low	Low appetite for risks that could lead to disease transmission or harm to the natural environment. Compliance with biosecurity and sustainability standards is essential.

Monitoring and Review

- The APF Board reviews the Risk Appetite Statement annually, or when there are material changes to strategy, environment, or operations.
- Risk assessments are conducted regularly, and material deviations from this statement must be reported to the Board through the Chairperson.
- The Board delegates oversight of risk management to the Governance Committee, ensuring consistent application across all levels of the organisation.

Alignment with APF Vision and Mission

This statement aligns with the APF's Vision – "to strengthen Australia's international polo reputation by remaining in the top five polo-playing nations worldwide while growing participation across all cohorts" – and its Mission to operate with prudent financial management, sound governance principles, and inclusivity for polo to flourish nationally.