# TABOR

## RISK HAZARD AND INCIDENT MANAGEMENT POLICY

| Authorised By: | Board of Governors | Revision: 1.12 |
|---|---|---|
| Last Amendment Date: | Revision Date: 25 Aug 2023 | |
| Review Due Date: | Next Review: 25 Nov 2025 | |
| Related Documents: | TEQSA Regulatory Risk Framework<br>Australian and New Zealand Standard AS/NZS ISO 31000:2009 *Risk Management, Principles and Guidelines*<br>Board Audit Finance and Risk Subcommittee<br>Model Code of Practice | |
| Responsible Officer: | Registrar | |
| Review: | Board of Governors | |

Any person who requires assistance in understanding any aspect of this document should contact the Responsible Officer.

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1. **Overview**

   1.1 The purpose of this policy is to outline the approach of Tabor to risk management in all academic, administrative and business activities of the College. Tabor is committed to appropriate, consistent, structured and effective risk management processes aligned with the International Standard on Risk Management AS/NZS ISO 31000:2009 *Risk Management, Principles and Guidelines* (the Standard), and the Model Code of Practice.

   1.2 Tabor affirms the benefit and security provided by effective risk management processes to the College, its students and staff, key stakeholders and the higher education sector. A list of these benefits is provided at Appendix A.

2. **Scope**

   2.1 This policy applies to all Board members and members of staff of the College

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## 3. Principles

Under this policy, the design and implementation of risk management processes must be guided by the following principles (derived from Section 3 of the Standard):

3.1 Explicitly address the discernment and management of risk

3.2 Enable systematic, structured, informed and timely risk management and reporting

3.3 Become an integral part of decision making processes at all levels of the organization

3.4 Take human and cultural factors into account

3.5 Be transparent and inclusive

3.6 Be tailored to the needs of the College

3.7 Involve an iterative, organizational learning process

3.8 Contribute to continual improvement of the College


## 4. Responsibilities for Implementation

5.1 **The Board** has ultimate responsibility to monitor and govern risk and to ensure the development, implementation and ongoing monitoring of effective risk and hazard management processes in the College.

5.2 **The President**. The primary duty of the President under section 19 of the WHS Act is to ensure, so far as is reasonably practicable, that the health and safety of workers and others such as clients, visitors and customers, is to not be put at risk by the work carried out by the business. This duty requires the President to provide and maintain:

5.2.1  a safe work environment
5.2.2  adequate facilities to support the welfare of workers
5.2.3  information, training, instruction or supervision
5.2.4  monitoring of workers' health and workplace conditions to prevent illness or injury.

The President will have direct responsibility for the timely and effective implementation and ongoing operation of risk management processes and reporting at Board Committees.

The President further ensures that a risk register is maintained and updated as required, detailing major risks and the strategies deployed to manage them and that that the risk register is amended as required, including through a comprehensive annual review, and ensures that a report on this review is set to the BAFRS Committee and the Board.

5.3 **The Chief Academic Officer and Chief Operations Officer** are accountable to the President and will have delegated responsibility for the timely and effective implementation and ongoing operation of risk management processes and reporting within their areas of responsibility.

5.4 **Deans of Faculty and Heads of Department** are accountable to the President, Chief Academic Officer or Chief Operations Officer responsible for their operational area and will have delegated responsibility for the

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Page 2 of 7

timely and effective implementation and ongoing operation of risk management processes and reporting within their Faculty or Department.

5.5 **Chairs of Committees** are accountable to their committee lines of delegation (ie the AQAC is accountable to the Academic Board) for timely and effective implementation and ongoing operation of risk and hazard management processes and reporting as part of the proceedings of their particular committee.

5.6 **All Staff members and Board members** are responsible for:

5.6.1 Acting in ways that do not place at risk their own or any other person's health, safety or welfare

5.6.2 Providing direction and training to those for whom they have a supervisory responsibility

5.6.3 Identifying, reporting and treating risk and actively participating in the risk management process

5.7 **The Executive Risk Committee** will receive reports from the Office of the Registrar on all reported risks and hazards, as well as any actions or outcomes, for all forms submitted since the prior meeting. The ERC will ensure that appropriate follow up and notifications have occurred or will occur.

5.8 **The Board Audit, Finance and Risk Subcommittee (BAFRS)** will report to the Board, in accordance with the Constitution, all identified risks above the "Low" category, and any outcomes or actions arising. The Committee will also report to the Board on any identified lack of effectiveness of the College's risk management processes. To support BAFRS in the conduct of its duties the Board has delegated to the Committee the following authority:

5.8.1 The Committee has the authority to access all relevant information and reports required to enable it to discharge its duties

5.8.2 The Chair of the Committee may require any employee of the College to attend meetings

5.8.3 Where advice is required in relation to a matter that is being reviewed and it is considered sufficiently material to warrant the services of a specialist consultant, the Committee may request the President to make such expert assistance available

5.9 **All Staff** who make, or participate in making, decisions that affect the whole, or a substantial part, of the business of the College are accountable (and liable to face prosecution) for any breaches of WHS law.

## 6    Procedures

6.1 Tabor management should have risk as an element of consideration in the following cases:

6.1.1 Prior to the commencement of new programs or courses, or program/course related initiatives

6.1.2 Prior to undertaking any new commercial activity or joint venture

6.1.3 Following a incident, near miss or other event which identifies a previously unrecognized medium or higher level risk

6.1.4 Prior to the commencement of any activity where there is foreseeable medium or higher level risk to persons or property

6.1.5 Prior to any Tabor sponsored overseas group travel

6.1.6 When required by Tabor's policies or procedures

6.2   Risk management activities would normally include the following:

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Page 3 of 7

6.2.1 **Identify** the risks

6.2.2 **Analyze** the risks to determine how the risk should be rated

6.2.3 **Report** the risk via the online Risk/Hazard/Incident Reporting Form

6.2.4 **Evaluate** the risks in order to allow decisions to be made about which risks need priority treatment or which activities should or should not be undertaken, in line with the College's risk appetite

6.2.5 **Treat** the risks by selecting one or more options for modifying, mitigating, regulating or controlling risks, and in addition to risk analysis, include cost/benefits analysis, and identification of any legal/regulatory requirements to be considered

6.2.6 **Record** the outcomes which will provide opportunity for continuous improvement

6.3 Reporting of risks:

6.3.1 All risks, whether potential or actual, should be reported by the online Risk/Hazard/Incident Reporting Form

6.3.2 This form ensures a record of the risk or hazard is kept and appropriate follow up is made

6.3.3 The Office of the Registrar will be responsible for reporting identified risks and hazards, as well as any actions or outcomes, to the Executive Risk Committee (all risk) and the Board Risk Audit Committee (risks above 'low').

6.4 Rating of risk: Risks are rated using a "Severity/Likelihood" matrix according to the following definitions;

**Severity:**

- **Insignificant:** Risks that bring no real negative consequences, budget impact less than 15k, no physical injuries.
- **Minor:** Risks that will not significantly impact overall success, budget impact less than 50k, first aid treatment required.
- **Moderate:** Risks that potentially have significant impact, budget impact less than 150k, medical treatment required.
- **Critical:** Breach of State or Federal legislation, budget impact less than 300k, hospitalisation required.
- **Catastrophic:** Risks with extreme negative consequences that could cause closure of part or all of the College's operations, budget impact greater than 300k, fatalities.

**Likelihood:**

- **Rare:** Extremely rare risks, with almost no probability of occurring.
- **Unlikely:** Risks that are relatively uncommon, but have a small chance of manifesting.
- **Possible:** Risks that are more typical, with about a 50/50 chance of taking place.
- **Likely:** Risks that are highly likely to occur, or could easily happen.
- **Almost certain:** Risks that are almost certain to manifest, or have already manifested.

Also see Appendix B – Risk Rating Matrix

## 7. Definitions

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Page 4 of 7

**7.1 Risk** can be defined as the possibility of something happening or not happening, in any area of the operation of the organisation that will have a negative impact on its capacity to achieve its mission.

**7.2 Risk and Hazard Management** is the systematic application of governance and management policies, procedures and practices to the tasks of identifying, analyzing, evaluating and treating risks.

**7.3 See Global Definitions**

## 8. Communication / Training

8.1 This policy statement will be available to all staff, volunteers, students and persons seeking to enrol as students at Tabor.  The policy will be made available on the Tabor website ( http://tabor.edu.au/).

8.2 All staff will be expected to comply with this policy and associated procedures in relation to all aspects of Tabor's operations.

8.3 Staff with designated special responsibilities will be given appropriate training, guidelines and professional development opportunities in relation to their roles and responsibilities.

**Appendix A - Benefits of Effective Risk Management Systems:**

When implemented and maintained in accordance with the Standard, the management of risk enables all organizations to, for example:

(a) increase the likelihood of achieving objectives

(b) encourage proactive management

(c) be aware of the need to identify and treat risk throughout the organization

(d) improve the identification of opportunities and threats

(e) achieve compatible risk management practices between organisations and nations

(f)  comply with the relevant legal and regulatory requirements and international norms

(g) improve financial reporting

(h) improve governance

(i)  improve stakeholder confidence and trust

(j)  establish a reliable basis for decision making and planning

(k) improve controls

(l)  effectively allocate and use resources for risk treatment

(m) improve operational effectiveness and efficiency

(n) enhance health and safety performance as well as environmental protection

(o) improve loss prevention and incident management

(p) minimize losses

(q) improve organizational learning

(r) improve organizational resilience

AS/NZS ISO 31000 2009 Risk Management, Pages IV and V

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Page 5 of 7

## Appendix B – Risk Rating Matrix

| | Consequence | | | | | | Likelihood | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Financial | Compliance | Student | Operational | Reputational | Strategic | | | | | |
| | Finance | WHS, ATO | Academic Integrity / TEQSA / HESA | Systems & Processes | Distinctive Christian Ethos / Institutional Reputation | Corporate & Academic Goals | Rare 3 | Unlikely 4 | Possible 6 | Highly Likely - 8 | Almost Certain - 10 |
| **Insignificant 1** | Budget impact <15k / loss of 1 student | Single loss time Injury (LTI) | No effect / slight impact on service | Slight impact / Damage | No impact | No effect on goal achievement | Low (3) | Low (4) | Low (6) | Low (8) | Low (10) |
| **Minor 2** | Budget impact >15k and <50k / Loss of 4 students | Repeated LTI | Minor effect / partial service disruption | Loss of facilities for < 1week | Short term / limited damage | Minor effect on goal achievement | Low (6) | Low (8) | Medium (12) | Medium (16) | Medium (20) |
| **Moderate 5** | Budget impact >50k and <150k / loss of 8 students | LTI less than 7 days/ Loss of Key personnel | Breach of State or Federal legislation resulting in fines | Loss of facilities for < 1 month / ICT for >1 day and<1 week | Temporary but recoverable reduction in reputation/ credibility | Moderate impact on goal achievement | Medium (15) | Medium (20) | High (30) | High (40) | Extreme (60) |
| **Major 8** | Budget impact >150K and <300k / loss of 16 students resulting in course cancellation | LTI more than 7 days / Industrial Action | Significant breach resulting in closure for 2 months | Loss of facilities for <1 term / ICT for >1 day and < 1 week | Major impact | Major impact on goal achievement | High (24) | High (32) | Extreme (48) | Extreme (64) | Extreme (80) |
| **Catastrophic 10** | Budget impact >300k / loss of > 16 students resulting in multiple course cancellations | Fatalities / Major Industrial Action | Significant breach resulting in closure / loss of registration | Loss of facilities for > 1 term / ICT for > 1 week | Critical impact | Unable to achieve goals | High (30) | High (40) | Extreme (60) | Extreme (80) | Extreme (100) |

| **Consequence** | Potential consequence of an adverse event given current level of controls. | | | **Likelihood** | Potential that an adverse event will occur given the current level of controls. |
|---|---|---|---|---|---|

| **Low 0-10** Monitor and manage at Faculty/Department meetings | **Medium 11-20** Report to relevant committee (AQAC, Executive, WHS, etc) | **High 21-40** Report to President, Board Finance Committee, Senior Executive or Academic Board | **Extreme 41-100** Report to President who immediately notifies BoG |
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