Risk Management Policy

1. PURPOSE

To support the University to achieve its strategic objectives by:

- assisting business areas make prudent risk-based decisions;

- enabling high performance across business activities within an agreed risk appetite;

- promoting risk aware behaviours and continuous disclosure;

- supporting a healthy, safe and environmentally sustainable University community;

- enabling timely resumption of core services in the event of a major disruption; and

- providing assurance to students, industry, staff, Council, regulators, Government the community and other stakeholders that the University has a systematic pro-active approach to risk as part of overall University governance.

2. POLICY STATEMENT

2.1. Risk appetite

2.1.1. All activities in the University involve risk because the outcomes are uncertain. This means that activities may result in adverse consequences that impact the University community or achievement of objectives. Therefore the University will actively manage and accept certain levels of risk by adopting an agreed risk appetite.

2.1.2. The University's risk appetite will guide decision making throughout the organisation.

2.1.3. The University's risk appetite is described in the Risk Reference Tables linked to this policy and is summarised below:

- The University has a low tolerance for adverse health, safety and environmental matters or adverse results in performance. This means that the University expects no lost time injuries and no adverse impacts to KPIs or delivery of objectives.

- To be innovative and agile, the University requires a higher tolerance for risk in some identified areas. Therefore the University has a moderate tolerance for risk relating to financial and other operational risks.

2.2. Risk aware behaviours

The University community will be risk aware as evidenced by the following expected behaviours:

(a) **Tone from the top –** the University community values risk and will proactively integrate risk aware behaviours into University business or activities, and will embed the University's risk assessment and treatment processes where required.

(b) **Continuous disclosure –**

(i) The University community will communicate bad news (concerns) and good news (opportunities) on time to the relevant manager.

(ii) Managers will listen to, and respond appropriately to, concerns or opportunities, and the University community will be encouraged to speak openly and honestly.

(iii) Managers will monitor risk and will disclose risks identified as approaching or exceeding Curtin's risk appetite.

(c) **Prudent decision making –** policies, delegations, processes and procedures will reflect the degree of risk, empowering agility and innovation. Decisions will be timely and prudent, based on relevant information.

(d) **Single line accountability –** individual staff will be held to account for the success of activities, projects or functions, even when working in groups or teams. Staff will be appropriately empowered to deliver agreed outcomes within the University's risk appetite.

2.3. Risk management standards

2.3.1 The University's risk management framework will be consistent with:

(a) *TEQSA Act 2011* requirements;

(b) AS/NZS ISO 31000:2009, Risk Management – Principles and Guidelines; and

(c) ISO 22301:2012, Societal Security: Business Continuity Management Systems – Requirements.

2.3.2 University community members who do not comply with this policy and related procedures may be subject to applicable penalties and/or disciplinary action.

2.4 Role of Council and Executive Committee

2.4.1 Council's role is to:

(a) set and review the University's risk appetite;

(b) promote risk aware behaviours;

(c) monitor and action risk reports, including those on the effectiveness of the risk management framework; and

(d) provide stewardship in times of crisis.

2.4.2 Executive Committee's role is to:

(a) advise Council and take action as authorised in respect of the University's risk appetite and risk profile; and

(b) recommend actions and review the status of individual risks.

3. RESPONSIBILITY FOR IMPLEMENTATION AND COMPLIANCE MONITORING

3.1. Audit and Compliance Committee

The Audit and Compliance Committee is responsible for providing an objective and robust view to Council on the effectiveness of the risk management framework.

3.2. Vice Chancellor

(a) ensures the University's operations are within the risk appetite:

(b) provides continuous disclosure to Council of risks approaching or exceeding the risk appetite;

(c) promotes risk aware behaviours; and

(d) provides executive leadership in times of crisis

3.3. Managers, staff and students

The risk procedures contain details of the responsibilities for Executive Managers, students and staff.

4. SCOPE OF POLICY

This policy applies to the University community, which includes Council members, students, staff, University Associates, Curtin controlled entities, and all persons participating in University business or activities, including whether as a visitor, adjunct appointee, service provider or contractor.

5. DEFINITIONS

(Note: Commonly defined terms are located in the *Curtin Common Definitions*. Any defined terms below are specific to this document)

Consequence
The outcome of an event that has an effect on objectives. A single event can generate a range of consequences.

Governance
The system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account.

Likelihood

The chance that something might happen. Likelihood can be defined, determined, or measured objectively or subjectively and can be expressed either qualitatively or quantitatively.

Managers

Include executive managers**,** faculty, portfolio and 0perational area managers, supervisors and workers with management responsibilities

Risk

The effect of uncertainty on objectives. It is measured in terms of consequence and likelihood.

Risk appetite

Amount and type of risk an organisation is prepared to pursue or retain to achieve its objectives. The University's risk appetite is detailed in the Risk Reference Tables linked to this policy.

Risk assessment

A process to identify, analyse and evaluate risk. It provides an understanding of risks, their causes, consequences and likelihood.

Risk aware

Decisions are made in a disciplined way, taking into account considerations of risk and reward on an informed basis.

Risk management

Coordinated activities to direct and control an organisation with regards to risk.

Risk management framework

The set of components (which include the policy and procedures) that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

Risk treatment

Agreeing and implementing options that change the likelihood and/or the consequence of a risk. Options may be to avoid the risk, reduce the risk, remove the source of the risk, modify the consequences, change the probabilities, share the risk with others, retain the risk, or increase the risk in order to pursue an opportunity. Once a treatment has been implemented, it becomes a control or it modifies existing controls. There can be multiple treatments for a risk.

University community

University community includes Council members, students, staff, University Associates, Curtin controlled entities, and all persons participating in University business or activities, including whether as a visitor, adjunct appointee, service provider, or contractor.

6.   SUPPORTING PROCEDURES

Risk Management Procedures

7.   RELATED DOCUMENTS/LINKS

Delegations Register

Audit and Compliance Committee Charter

Constitution of the Executive Committee of the Council

Planning and Management Committee Constitution

Curtin Risk Reference Tables including Risk Appetite

AS/NZS ISO 31000:2009, Risk Management – Principles and Guidelines

ISO 22301:2012, Societal Security - Business continuity management systems – Requirements

Curtin's Risk Management webpage

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Policy Manager	Chief Operating Officer	
Approval Authority	Council	
Review Date	1st April 2016	

REVISION HISTORY

Version	Approved/ Amended/ Rescinded	Date	Committee / Board / Executive Manager	Approval / Resolution Number	Key Changes and Notes
UGP004/1.1	Approved	18/10/2000	Council	C 117/00	Document No 47/00, as amended
UGP004/1.1A	Amended	25/10/2006	Council	C 150/06	Document No 01108/06 (iii)
	Administratively Updated	20/03/2008			Reformatted and Amended to Reflect Organisational Chart
	Amended	10/12/2008	Council	C 189/08	Attachment B to Confidential Document No 01286/08, Amended Responsibilities to Reflect Organisational Chart
	Amended	23/02/2010	Planning and Management Committee	PMC 08/10	Attachment 2 to Document No 00166/10 (PMC also recommended that Council rescind the previous version to show approving authority has been amended)
	Amended	17/03/2010	Council	C 29/10	Attachment 1 to Document No 00255/10 (Council rescinded the previous versions of the policy, as the approving authority is now PMC)
	Administratively Updated	16/10/2012	Director, Legal and Compliance Services		Policy Contact Updated
	Amended	13/02/2013	Council	C 03/13	Attachment 1 to Confidential Document No 00051/13, effective 27 February 2013
	Administratively Updated	06/10/2015	Director, Legal and Compliance Services	EC 76/15	Executive Manager Tile Changes