

SCHEDULE A: RISK MATRIX TABLE

Table 1A: Strategic and University Risk Impact Table

	Health Wellbeing and Safety	Financial	Environmental	Reputation	University Performance	Regulatory
Catastrophic	<ul style="list-style-type: none"> Multiple fatalities Multiple life-threatening injuries Multiple significant/severe irreversible disability 	<ul style="list-style-type: none"> A net financial impact of > \$100M 	<ul style="list-style-type: none"> Irreversible widespread environmental impact 	<ul style="list-style-type: none"> Council attention required Major international and national media coverage Major national and local political attention Total internal and external community outrage 	<ul style="list-style-type: none"> University strategic objectives not being met Interruption to critical key services, operations and/or processes for > 1 month 	<ul style="list-style-type: none"> Major systemic non-conformance resulting in loss of TEQSA license, other key license or accreditation Criminal convictions resulting in imprisonment Significant legal penalties or regulator sanctions
Major	<ul style="list-style-type: none"> Single fatality Single severe irreversible (>30% incapacity) disability to one or more persons 	<ul style="list-style-type: none"> A net financial impact between \$20M - \$100M 	<ul style="list-style-type: none"> Major long term environmental impact > 5 years 	<ul style="list-style-type: none"> Vice Chancellor and University Executive attention required National media coverage Significant national and local political attention Major internal and external community anger 	<ul style="list-style-type: none"> Major impact on University strategic objectives Interruption to critical key services, operations and/or processes between 2 to 4 weeks 	<ul style="list-style-type: none"> Systemic non-conformance resulting in suspensions or conditional licenses University Council / staff prosecuted without being imprisoned Legal penalties or regulator sanctions
Substantial	<ul style="list-style-type: none"> Short term hospitalisation and rehabilitation leading to recovery for multiple people Moderate (<30% incapacity) irreversible disability to one or more persons 	<ul style="list-style-type: none"> A net financial impact between \$10M - \$20M 	<ul style="list-style-type: none"> Significant environmental impact, medium term 1 - 5 years 	<ul style="list-style-type: none"> University Executive and Senior Management attention required Some national and statewide media coverage Local political attention Isolated community and internal complaints 	<ul style="list-style-type: none"> Substantial impact on University strategic objectives Interruption to critical key service, operations and/or processes between 1 to 2 weeks 	<ul style="list-style-type: none"> Serious once off non-conformance resulting in suspensions or conditional licenses University Council / staff being subject to legal proceedings Minor or no legal penalties
Modest	<ul style="list-style-type: none"> Injury requiring medical treatment to one or more people Short term hospitalisation or more than two weeks lost time 	<ul style="list-style-type: none"> A net financial impact between \$5M - \$10M 	<ul style="list-style-type: none"> Limited environmental impact < 1 year 	<ul style="list-style-type: none"> Senior Management and Management attention required Statewide and local media coverage Some local political attention Some local community and staff reaction 	<ul style="list-style-type: none"> Modest impact on University strategic objectives Interruption to critical key services, operations and/or processes between 1 day and 1 week 	<ul style="list-style-type: none"> Once off non-conformance University receiving warning or other notice from regulatory authority to rectify non-conformance University receives an enforceable undertaking and/or additional reporting without penalty applied
Minor	<ul style="list-style-type: none"> Medical treatment injury 	<ul style="list-style-type: none"> A net financial impact of < \$5M 	<ul style="list-style-type: none"> Minor localised environmental impact 	<ul style="list-style-type: none"> Management attention required Local media coverage Minor political attention Minor local community and staff reaction 	<ul style="list-style-type: none"> Minor impact on University strategic objectives Interruption to critical key services, operations and/or processes of up to 1 day 	<ul style="list-style-type: none"> Minor non-conformance rectified internally Correspondence from regulators acknowledging actions taken without further actions required

Table 1B: Operational and Project Risk Impact Table

	Health Wellbeing and Safety	Financial	Environmental	Reputation	University Performance	Regulatory
Catastrophic	<ul style="list-style-type: none"> Multiple fatalities Multiple life-threatening injuries Multiple significant/severe irreversible disability 	<ul style="list-style-type: none"> > 20% deviation from approved budget for Faculty, Portfolio or Project 	<ul style="list-style-type: none"> Irreversible widespread environmental impact 	<ul style="list-style-type: none"> Council attention required Major international and national media coverage Major national and local political attention Total internal and external community outrage 	<ul style="list-style-type: none"> University Faculty, Portfolio or Project objectives not being met Interruption to critical key services, operations and/or processes for >1 month Project delays > 6 months 	<ul style="list-style-type: none"> Major systemic non-conformance resulting in loss of TEQSA license, other key license or accreditation Criminal convictions resulting in imprisonment Significant legal penalties or regulator sanctions
Major	<ul style="list-style-type: none"> Single fatality Single severe (> 30% incapacity) irreversible disability to one or more persons 	<ul style="list-style-type: none"> 15% - 20% deviation from approved budget for Faculty, Portfolio or Project 	<ul style="list-style-type: none"> Major long term environmental impact > 5 years 	<ul style="list-style-type: none"> Vice Chancellor and University Executive attention required National media coverage Significant national and local political attention Major internal and external community anger 	<ul style="list-style-type: none"> Major impact on Faculty, Portfolio or Project objectives Interruption to critical key services, operations and/or processes between 2 to 4 weeks Project delays 3-6 months 	<ul style="list-style-type: none"> Systemic non-conformance resulting in suspensions or conditional licenses University Council / staff prosecuted without being imprisoned Legal penalties or regulator sanctions Internally identified major non-conformance
Substantial	<ul style="list-style-type: none"> Short term hospitalisation and rehabilitation leading to recovery for multiple people Moderate (<30% incapacity) irreversible disability to one or more persons 	<ul style="list-style-type: none"> 10% - 15% deviation from approved budget for Faculty, Portfolio or Project 	<ul style="list-style-type: none"> Significant environmental impact, medium term between 1 year - 5 years 	<ul style="list-style-type: none"> University Executive and Senior Management attention required Some national and statewide media coverage Local political attention Isolated community and internal complaints 	<ul style="list-style-type: none"> Substantial impact on Faculty, Portfolio or Project objectives Interruption to critical key services, operations and/or processes between 1 to 2 weeks Project delays 1-3 months 	<ul style="list-style-type: none"> Serious once off non-conformance resulting in suspensions or conditional licenses University Council / staff being subject to legal proceedings Minor or no legal penalties Internally identified substantial non-conformance
Modest	<ul style="list-style-type: none"> Injury requiring medical treatment to one or more people Short term hospitalisation or more than two weeks lost time 	<ul style="list-style-type: none"> 5% - 10% deviation from approved budget for Faculty, Portfolio or Project 	<ul style="list-style-type: none"> Limited environmental impact < 1 year 	<ul style="list-style-type: none"> Senior Management and Management attention required Statewide and local media coverage Some local political attention Some local community and staff reaction 	<ul style="list-style-type: none"> Modest impact on Faculty, Portfolio or Project objectives Interruption to critical key services, operations and/or processes between 1 day and 1 week Project delays 2-4 weeks 	<ul style="list-style-type: none"> Once off non-conformance University receiving warning or other notice from regulatory authority to rectify non-conformance University receives an enforceable undertaking and/or additional reporting without penalty applied Internally identified non-conformance
Minor	<ul style="list-style-type: none"> Medical treatment injury Very Minor Minor injury requiring first aid only Report incident only 	<ul style="list-style-type: none"> < 5% deviation from approved budget for Faculty, Portfolio or Project 	<ul style="list-style-type: none"> Minor localised environmental impact 	<ul style="list-style-type: none"> Management attention required Local media coverage Minor political attention Minor local community and staff reaction 	<ul style="list-style-type: none"> Minor impact on Faculty, Portfolio or Project objectives Interruption to critical key services, operations and/or processes of up to 1 day Project delays < 2 weeks 	<ul style="list-style-type: none"> Minor non-conformance rectified internally Correspondence from regulators acknowledging actions taken without further actions required Internally identified minor non-conformance

Table 2: Likelihood Ratings Table

Likelihood Rating	Description
Almost Certain	<ul style="list-style-type: none"> • Almost certain to occur (90% probability) within the next 12 months or is imminent • Has occurred at Deakin in the last year, and is highly likely to occur again within 12 months
Likely	<ul style="list-style-type: none"> • Likely to occur within the next 12 months (greater than 60% probability) • Has occurred in the recent past (within 3 years) at Deakin or another University or similarly-sized corporation
Possible	<ul style="list-style-type: none"> • Possible within the next 12 months (30% probability) • Has a reasonable chance (more than 50% probability) of occurring in next 3 years • Has occurred in recent times in the higher education provider sector in Australia
Unlikely	<ul style="list-style-type: none"> • Not likely to occur in a given year (less than 30% probability) • Has occurred in recent years in the higher education sector overseas, but not within Australia
Very Unlikely	<ul style="list-style-type: none"> • May occur in exceptional circumstances (less than 1% probability) within the next 3 years) • Has occurred in other industries outside Australia but not within higher education sector

Table 3: Risk Matrix

	Catastrophic	Major	Substantial	Modest	Minor
Almost Certain	Very High	Very High	High	High	Medium
Likely	Very High	High	High	Medium	Medium
Possible	High	High	Medium	Low	Low
Unlikely	High	Medium	Low	Low	Low
Very Unlikely	Medium	Medium	Low	Low	Very Low

Table 4: Control Ratings Table

Control Rating	Control State
Very Good	<ul style="list-style-type: none"> • Controls are embedded, well understood and documented and effective in mitigating the risk. • The controls are frequently monitored.
Good	<ul style="list-style-type: none"> • Controls are established and are balanced and documented and understood and are monitored. • Some improvements are possible, but controls are effective in mitigating the risk.
Medium	<ul style="list-style-type: none"> • Controls are implemented, but require further development, documentation and increased understanding are required. • Controls are monitored infrequently and are only partially effective in mitigating the risk.
Poor	<ul style="list-style-type: none"> • There are very few controls in place and are ineffective in mitigating the risk. • The controls are partially documented and are not monitored or adequately understood.
No Controls	<ul style="list-style-type: none"> • There are currently no controls in place.

Table 5: Mitigating Action Requirements

Risk Rating	Mitigating Action Requirements
Very High	<p>University Executive management responsibility. Immediate treatment required.</p> <ul style="list-style-type: none"> • Risk must be escalated to the responsible University Executive member(s) immediately for full consideration with the Vice-Chancellor, if appropriate. • For matters relating to Health, Wellbeing and Safety, activity must cease until written approval has been received.
High	<p>Faculty General Manager/Director/Head of School management responsibility. Treatment required.</p> <ul style="list-style-type: none"> • Risk must be escalated to responsible Director, Faculty General Manager or Project Manager immediately and the appropriate University Executive. • For matters relating to Health, Wellbeing and Safety, activity must cease until written approval has been received.
Medium	<p>Faculty General Manager/Director/Head of School responsibility. Treatment required.</p> <ul style="list-style-type: none"> • Risk must be escalated to responsible Director, Faculty General Manager or Project Manager immediately for consideration.
Low	<p>Faculty/Portfolio/Project management responsibility. Treatment not required.</p> <ul style="list-style-type: none"> • Managed within Faculty, Portfolio or Project by well-established routine processes/procedures with established controls.
Very Low	<p>Local Management responsibility. Treatment not required.</p> <ul style="list-style-type: none"> • Managed locally by well-established routine processes/procedures.