Policy number	P4	Version	4
Approved by Board on	2 February 2024	Scheduled review date	February 2029

1. Purpose

The purpose of this policy is to define the National Institute of Organisation Dynamics (NIODA)'s approach to risk management. It focuses on strategies that:

- minimise risks to the organisation, its people, goals and objectives
- builds resilience in all aspects of its operations
- contributes to the viability and sustainability of the institute.

2. Scope

The policy applies to the whole organisation including staff, candidates, students, clients, board and committee members and visitors to NIODA.

3. Policy Statement

NIODA is committed to the management of risk as an integral part of its governance, planning, management and operational processes. NIODA has a duty to provide a safe learning environment for its candidates and students, a safe workplace for its staff and volunteers, a safe environment for its clients, and a reliable, resilient and sustainable organisation. NIODA has procedures in place that will, as far as possible, ensure that risks are minimised and their consequences averted.

4. Definitions

"Risk" is the probability that an occasion will arise that presents a danger to the organisation, staff, candidates, students, volunteers, clients, or the general public. According to the *Australian Standard (AS/NZ ISO 31000:2018)*, risk is *the effect of uncertainty upon objectives* (this effect may be positive or negative). For the purposes of this policy, the nature of risks or hazards to be managed may be (but are not limited to):

- strategic
- political
- operational
- financial
- environmental
- stakeholder or
- a combination of the above.

5. Responsibilities

It is the responsibility of the Board of Governance, through the Finance and Risk Management Committee, to carry out regular risk management analyses of the organisation and to take appropriate measures. These are set out in detail in the Risk Management Register.

It is therefore the responsibility of the Board of Governance to ensure that the CEO or delegate:

- puts in place effective operational risk management policies, processes and procedures, applicable to all areas of operation of NIODA

- reviews these policies, processes and procedures regularly

- communicates to all staff, candidates, students and stakeholders relevant risk management procedures

- communicates to the Board of Governance's risk management portfolio holder any recommendations arising out of any evaluation of operational risk management processes.

The CEO or delegate identifies and reports risks attached to every aspect of the organisation's operation, the likelihood of that risk eventuating and the consequence or impact of that risk, to the Board of Governance. Such reporting includes risk ratings, precautions, mitigations, and relevant delegations.

6. **Risk Management Process**

   6.1.   Overview

- Risk management is incorporated into the strategic and operational planning processes at all levels within NIODA.

- Risks are identified, reviewed and monitored at every NIODA committee meeting. These risks are then compiled by the Chief Executive Officer (CEO) or delegate and reported quarterly to the Board of Governance. The academic risks are also reported by the Dean quarterly to the Academic Board of Governance.

- Identified risks are assigned to an owner who is responsible for managing, monitoring and ensuring that adequate treatments and controls are being applied so that risks can be averted or minimised.

   6.2.   Reporting Requirements

	Item	Responsible Position	Timing
1.	Incorporate risk management into the NIODA planning process	The Board of Governance considers all risks reported by the CEO or delegate during the strategic planning day.	Annually as part of the strategic planning process.
2.	Risk register and mitigations and progress reports	NIODA boards and committees identify risks at every meeting. These are compiled by the CEO or delegate and scrutinised at the Finance and Risk Management Committee meetings. Finance and Risk Management Committee, co-chaired by the board member with responsibility for Risk Management Portfolio, highlights significant risks to the Board of Governance.	Quarterly in the Dean's report to the Academic Board of Governance, and in the CEO's report to the Board of Governance.
3.	Stakeholder engagement	Stakeholders have the opportunity to discuss risk mitigation during the strategic planning consultation process.	Annually in the strategic planning process.

6.3.   Risk Management Process

6.3.1. Communicate and Consult

Effective communication, consultation and education in risk management are needed to achieve a successful integration into the Institute's activities.

6.3.2. Establish the Context

NIODA considers both external and internal factors when identifying and managing risks associated with the achievement of strategic and operational objectives.

6.3.3. Identify Risks

Identifying hazards and opportunities, risk sources, areas of impact, causes and possible consequences form the comprehensive list of risks that might affect the achievement of NIODA's objectives.

6.3.4. Analyse Risks

Consider the range of causes, sources of risk, likelihood and consequences to produce a risk rating.

6.3.5. Evaluate Risks

The level of risk identified is ranked and prioritised according to a description of likelihood ratings, risk category and severity of consequences / impact.

6.3.6. Treat Risks

Identify mitigations for modifying risks including funding and other resource considerations.

6.3.7. Monitor and Review

Continual monitoring and review of risk profiles maintains the effectiveness and appropriateness of NIODA's risk management profiles, treatment plans, risk assessments and identification.

7.   Accountabilities

7.1.   Policy owner

The risk management policy is owned, managed and reviewed by the Finance & Risk Management Committee.

7.2.   Approval Authority

Approval authority rests with the NIODA Board of Governance.

7.3.   Responsibility for Implementation

The CEO and every staff member has an active role in maintaining a robust risk management culture and processes.

The Academic Board of Governance is responsible to the Board of Governance for academic oversight of risks associated with NIODA's research and academic programs.

The Finance and Risk Management Committee is responsible for:

- providing leadership on NIODA's acceptable risk exposure

- overseeing the Risk Management Policy and Procedures

- maintaining the reporting framework to manage, monitor and report risk

- managing risks to meet NIODA's objectives, goals and vision

- highlighting risks to the Board of Governance.

All staff are responsible for:

- acting at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace

- providing direction and training to persons for whom they have a supervisory responsibility or duty of care provision relating to health and safety

- identifying areas where risk management practices should be adopted and advising their managers accordingly

- meeting their obligations under relevant legislation including Workplace Health and Safety, Equal Employment Opportunity and Anti-Discrimination

- taking all practical steps to minimise NIODA's exposure to contractual, tortious and professional liability.

Candidates and students are responsible for:

- being aware of their role in the management of risk within their area of influence.

8.   Related Legislation

Risk Management Standard AS/NZ ISO 31000-2009

TEQSA Risk Regulatory Framework

9.   Related Documents

CEO Report to the Board of Governance

Dean's Report to the Academic Board of Governance

Business Continuity Policy