

University Risk Matrix

| | A. Insignificant | B. Minor | C. Moderate | D. Major | E. Severe |
|---|--|---|---|---|---|
| Health & Safety  | <ul style="list-style-type: none"> Minor injury or illness No medical treatment or measurable effects | <ul style="list-style-type: none"> Injury or illness requiring medical treatment. Temporary impairment | <ul style="list-style-type: none"> Injuries or illness requiring hospital admission | <ul style="list-style-type: none"> Life threatening injury or illness or total permanent disability | Single or multiple fatalities |
| Financial  | Financial impact of up to <ul style="list-style-type: none"> \$2M in a year (e.g. net EBITDA) | Financial impact between <ul style="list-style-type: none"> \$2-10M in a year (e.g. net EBITDA) | Financial impact between <ul style="list-style-type: none"> \$10-20M in a year (e.g. net EBITDA) | Financial impact between <ul style="list-style-type: none"> \$20-50M in a year (e.g. net EBITDA) | Financial impact of > than <ul style="list-style-type: none"> \$50M in a year (e.g. net EBITDA) |
| Reputation  | <ul style="list-style-type: none"> Minor / localised damage to brand, image or reputation | <ul style="list-style-type: none"> Some short-term negative media coverage Concerns raised by students / stakeholders | <ul style="list-style-type: none"> Significant but short-term damage to brand / reputation Student / stakeholder and / or community concern Prominent local negative media coverage | <ul style="list-style-type: none"> Sustained damage to brand / image / reputation nationally / internationally Substantial damage to University status / international rankings Long term national or local negative media coverage Loss of a key partner(s) | <ul style="list-style-type: none"> Irreparable damage to or loss of brand / image reputation Intolerable damage to University status / international rankings Widespread / sustained negative media attention Widespread loss of key partners |
| Core Services  | <ul style="list-style-type: none"> Interruption to non-essential services Inconvenient to a number of students and/or staff | <ul style="list-style-type: none"> Interruption of critical business systems or core services for tolerable period but at an inconvenient time Inconvenience contained to a single campus or location | <ul style="list-style-type: none"> Interruption of critical business systems or core services for a protracted period of time Results in widespread inconvenience to a number of Groups and / or campuses | <ul style="list-style-type: none"> Cessation of major critical business or core services for an unacceptable period and / or at a critical time in the University calendar <u>Multiple campuses / locations</u> | <ul style="list-style-type: none"> Cessation of major critical business systems or core services for an intolerable period and at a critical time in the University calendar <u>University-wide</u> |
| People  | Loss of staff in one or more teams with negligible skills or knowledge loss and there is no critical business function disruption | A tolerable loss of staff in one or more teams resulting in knowledge loss and skills but there is no critical business function disruption | <ul style="list-style-type: none"> Substantial loss of staff across one or more teams resulting in loss of knowledge and skills but no significant critical business function disruption Localised employee dissatisfaction | <ul style="list-style-type: none"> Long term loss of key staff resulting in skills / knowledge /expertise deficits and major critical business function disrupted Widespread employee dissatisfaction | <ul style="list-style-type: none"> Loss of critical number of key staff impacting on skills, knowledge & expertise and critical business functions are severely impacted Intolerable level of employee dissatisfaction |
| Strategy & Execution  | <ul style="list-style-type: none"> Negligible negative impact on Element / Division / Group performance / initiative targets Key Performance Indicators (KPIs) still achievable | <ul style="list-style-type: none"> Minor negative impact on Element / Division / Group performance / Initiative targets / KPIs under threat | <ul style="list-style-type: none"> Substantial negative impact on Element / Division / Group performance / Initiative targets / KPIs not achievable | <ul style="list-style-type: none"> Substantial impact on University-wide targets e.g. business plan / financial targets / KPIs not achievable in the short term | <ul style="list-style-type: none"> Persistent and substantial underperformance on University-wide targets e.g. business plan / financial targets / KPIs not achievable in the medium term |
| Legal & Compliance  | <ul style="list-style-type: none"> Regulator enquiry regarding compliance Maximum potential damages (<AU \$5k) | <ul style="list-style-type: none"> Regulator issuing warning or show cause notice (or similar) to secure compliance Court awards damages (maximum potential penalties or damages AU\$5k - \$100k) | <ul style="list-style-type: none"> Regulator uses powers to force the University into an enforceable undertaking (or similar) to secure compliance Court awards damages (maximum potential penalties or damages AU \$100k - \$750k) | <ul style="list-style-type: none"> Regulator uses powers to implement penalties to secure future compliance by the University Court awards damages (maximum potential penalties or damages AU \$750k - \$3M) | <ul style="list-style-type: none"> Regulator seeks to use full force of the law to secure future compliance Court awards penalties or damages (maximum potential damages > AU \$3M) Court finds criminal culpability |
| Environment  <p>¹ Environmental nuisance as defined in the Environmental Protection Act 1994 (Qld)</p> <p>² Matters of National Environmental Significance as defined by the Environmental Protection and Biodiversity Conservation Act 1999 (Cth)</p> | <ul style="list-style-type: none"> Interference with the environment that causes or has the potential to cause Environmental Nuisance but has no lasting environmental impact¹ | Adverse impact on the environment that: <ul style="list-style-type: none"> Require no or minor remediation; and Does not adversely impact on a protected or significant environmental value | Adverse impact on the environment that: <ul style="list-style-type: none"> Requires some moderate remediation; and Does not adversely impact on a protected or significant environmental value | Adverse impact on the environment that causes or has the potential to cause Serious Environmental Harm ¹ <ul style="list-style-type: none"> That is irreversible, of a high impact or widespread; or Caused to an area of high conservation value or special significance | Adverse impact on the environment that causes or has the potential to environmental harm which is: <ul style="list-style-type: none"> Irreversible Affects multiple environmental values, ecosystems or habitats; Impacts on a World Heritage Area, or area of international special significance; or Impacts on a Matter of National Environmental Significance.² |
| Information  <p><i>*Breach refers to Accidental or Malicious release of Information</i></p> | Breach* would have an insignificant impact | Breach would be unlikely to cause harm to the University, another organisation or an individual if released publicly | Breach could reasonably be expected to cause harm to the University, another organisation or an individual if released publicly | Breach could reasonably be expected to cause serious harm to the University, another organisation or an individual if released publicly (notifiable data breach) | Penalties for serious and repeated interferences with privacy = the > of \$50 million; 3 times the value of the benefit obtained by the University from the conduct; or, if the value cannot be determined, 30% of their adjusted turnover in the relevant period. |
| | (A) Insignificant | (B) Minor | (C) Moderate | (D) Major | (E) Severe |

| Probability | Likelihood | (A) Insignificant | (B) Minor | (C) Moderate | (D) Major | (E) Severe |
|-------------|--------------------|-------------------|-------------|--------------|--------------|--------------|
| >85% | (5) Almost Certain | 5A Very Low | 5B Medium | 5C High | 5D Very High | 5E Very High |
| 66-85% | (4) Probable | 4A Very Low | 4B Low | 4C Medium | 4D High | 4E Very High |
| 41-65% | (3) Possible | 3A Very Low | 3B Low | 3C Medium | 3D High | 3E High |
| 15-40% | (2) Unlikely | 2A Very Low | 2B Very Low | 2C Low | 2D Medium | 2E Medium |
| <15% | (1) Rare | 1A Very Low | 1B Very Low | 1C Low | 1D Low | 1E Low |

Recommended Actions, Escalation and Monitoring

| Residual Risk Level | Very Low / Low | Medium | High | Very High |
|---------------------------------|---|---|--|--|
| Risk Approval and Communication | Manager / Supervisor | Director / Dean / Manager | Executive Group | VC, Provost, COO, ARC and Council |
| Key Actions | Risk owner to monitor the risk environment& escalate changes | <ul style="list-style-type: none"> Risk owner to monitor the risk environment& escalate changes An action plan (risk treatment plan) should be developed in a timely manner | <ul style="list-style-type: none"> Risks should be escalated to Executive Group as appropriate and the Risk Team as soon as possible Executive Group Member(s) to monitor the risk environment & escalate changes | <ul style="list-style-type: none"> Risks should be escalated to VC, Provost, COO, ARC and Council as appropriate and the Risk Team as soon as possible VC, Provost or COO to monitor and report to ARC and Council as appropriate |
| Controls and Risk Treatments | Review existing controls for effectiveness | <ul style="list-style-type: none"> Review existing controls for effectiveness If required, an action plan (risk treatment plan) should be developed | <ul style="list-style-type: none"> An action plan (risk treatment plan) should be developed in a timely manner Temporary and/or compensating controls should be considered until treatment plans can be implemented Risk avoidance should be considered, this may include withdrawing or ceasing activities on a temporary or permanent basis | <ul style="list-style-type: none"> A priority action plan (risk treatment plan) should be developed immediately Temporary and/or compensating controls should be considered until treatment plans can be implemented Risk avoidance should be considered, this may include withdrawing or ceasing activities on a temporary or permanent basis |
| Risk Appetite | <ul style="list-style-type: none"> If the residual risk rating is lower than risk appetite, and this is inhibiting the pursuit of strategic opportunities, escalate to EG Consider whether the existing controls are value for money and where reductions can be made, which could shift the risk into the zone consistent with risk appetite | <ul style="list-style-type: none"> If the residual risk rating is lower than risk appetite, and this is inhibiting the pursuit of strategic opportunities, escalate to EG If residual risk is higher than risk appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone. | <ul style="list-style-type: none"> If residual risk is higher than appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone A time bound approval from Executive Group is required for high residual risks that are higher than risk appetite | <ul style="list-style-type: none"> As residual risk is higher than appetite, priority should be given to the identification and implementation of controls to reduce the risk so that it is modified to the risk appetite zone A time bound approval from VC, Provost, COO, ARC and Council is required for very high residual risks higher than risk appetite |