Risk Management (DLI) Policy

Section 1 - Preamble

(1)   This Policy is effective from 17th September 2025.

(2)   This Policy includes:

    a)   Schedule A: Risk Matrix.

Section 2 - Purpose

(3)   This Policy establishes the principles and framework for identifying, assessing, and managing risks at the DLI campus.

Section 3 - Scope

(4)   This Policy applies to all activities undertaken by DLI staff and associates.

(5)   During the establishment of DLI, all policy, procedures and supporting processes will be regularly reviewed. In the establishment phase, defined as the first two years from when students commence DLI programs, any issues arising from the implementation of current policy, procedure or process will be referred to a jointly convened Policy and Procedure Review Panel (PPRP). The PPRP will comprise designated academic and professional service representatives from the University Partners and the Office of the Rector. The PPRP will recommend an outcome best aligned with relevant principles and the best interests of any student(s) concerned and will advise DLI on the future development of policy, procedure and supporting processes. During the establishment phase, the PPRP may make recommendations to vary any given policy only with endorsement from relevant University Partner governance processes. All policy and procedure will be subject to a full review at the end of the two-year establishment phase.

Section 4 - Policy

Principles

(6)   The University will maintain a Risk Appetite Statement which:

    a)   is reviewed annually and approved by DLI supervisory Board

        i.   provides guidance on the management of risk within acceptable levels of tolerance

        ii.   informs the assessment of risk in accordance with Schedule A: DLI Risk Matrix

    b)   underpins the identification of the DLI's Headline Risks as covered in the Risk Management (DLI) Procedure.

(7)   Risk Identification: DLI will systematically identify potential risks that may impact its operations, objectives, and stakeholders. This includes risks arising from academic activities, administrative processes, and external factors such as legal or environmental changes.

(8)   Risk Assessment: Identified risks will be assessed based on their likelihood and potential impact. Assessment criteria will align with the risk matrix to ensure consistent evaluation. High-priority risks will be escalated to senior management for immediate action.

(9)   Risk Mitigation: Measures will be developed and implemented to reduce risks to acceptable levels. Mitigation strategies may include staff training, process redesign, or investment in technology.

Risk Categories

(10)   A detailed risk matrix will accompany this policy to categorize risks, including:

    a)   Financial Risks

    b)   Environment and Community Risks

    c)   Brand and Reputation Risks

    d)   Compliance Risks

    e)   Delivery of Service Risks

Reporting and Monitoring

(11)   All risks must be reported to the Supervisory Board.

(12)   An annual risk assessment report will be conducted by the Supervisory Board and presented to the Yayasan Governing Board and the respective university councils.

Roles and Responsibilities

Role/Decision/Action	Responsibility	Conditions and limitations
Risk Identification and Reporting	All staff and students	Must follow guidelines outlined in the Risk Management Plan.
Risk Oversight	Joint Operating Group	Monitors implementation of the Risk Management Policy.
Compliance Monitoring	DLI Supervisory Board	Ensures adherence to relevant laws and policies.

Section 5 - Procedure

(13)   The Risk Management (DLI) Procedure documents how to comply with this Policy.

Section 6 - Definitions

(14)   For the purpose of this Policy:

(15)   Associate: Any individual affiliated with the DLI campus who is not a direct employee or student (e.g. consultants, visiting academics).

    a)   Compliance Risk: The risk of legal or regulatory sanctions, material financial loss, or reputational damage resulting from failure to comply with laws or regulations.

    b)   Mitigation: Actions taken to reduce the likelihood or impact of a risk.

    c)   Risk: The effect of uncertainty on objectives.

    d)   Risk Assessment: The process of evaluating identified risks to estimate their potential impact and likelihood.

    e)   Risk Matrix: A tool used to rank and prioritize risks by evaluating their likelihood and consequences.

ASSOCIATED DOCUMENTS

(16) Associated documents are available on the DLI Policy page:

- Schedule A: Risk Matrix
- Risk Management (DLI) Procedure

POLICY DETAIL	
Name of policy	Risk Management (DLI) Policy
Approved by	Yayasan Governing Board
Approval date	17th September 2025
Date of effect	17th September 2025
Version	V. 1.0
Date of review	The standard is five years from effective date, although can be reviewed more frequently if required. New policies are to be reviewed within 12 months to confirm effectiveness.
DLI Approval	Yayasan Governing Board 17th September 2025
Deakin University Approval	Vice-Chancellor Professor Iain Martin 16th September 2025
Lancaster University Approval	University Executive Board 16th September 2025
Responsible Executive	Chief Operating Officer
Implementation Officer	Chief Operating Officer or nominee
Policy/procedure superseded	Risk Management Interim Policy
Summary	This Policy establishes the principles and framework for identifying, assessing, and managing risks at the DLI campus
Key words for online searching	Risk appetite and tolerance Risk identification and assessment Risk mitigation strategies Compliance and governance risks Monitoring and reporting
Category	Administrative
Target audience	staff, associates

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