

# RISK MANAGEMENT (DLI) PROCEDURE

## Section 1 - Preamble

- (1) This Procedure is effective from 17<sup>th</sup> September 2025.
- (2) This Procedure includes:
  - a) Schedule A: Risk Matrix.

## Section 2 - Purpose

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

## Section 3 - Scope

- (4) This Procedure 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 DLI 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

- (6) This Procedure is pursuant to the Risk Management (DLI) Policy.

## Section 5 - Procedure

### Coordination and communication

- (7) Risk management activities are implemented and coordinated by the Risk, Compliance and Business Continuity Unit, including the communication of advice, guidance and support across DLI.

### Risk assessment and treatment

- (8) Faculty, Institutes and Portfolios will develop risk profiles in accordance with DLI's Risk Appetite, Headline Risks and the strategic priorities of DLI. Risk profiles must include all information relating to the risks, including the contributing factors and consequences, ratings, control and treatment activities, alignment with key risk indicators and risk appetite.

(9) Risk assessments must be undertaken before commencing a new project or activity and reviewed at least annually, or more frequently as required by changes or project milestones.

(10) When a risk is identified, a Risk Owner is assigned by the Rector. The Risk Owner must assess risk, controls and treatment measures in accordance with Schedule A: Risk Matrix.

### **Foreign interference**

(11) Any DLI staff member or student who is or proposes to engage in any activity or partnership with a foreign government, foreign university, foreign business or any other foreign organisation or entity as part of their University business must undertake an evaluation of the risk of foreign interference, foreign influence and/or statutory reporting or regulatory obligations that is posed by the proposed activity or partnership

### **Reporting and monitoring**

(12) Risk Owners must review and update their risk profiles at least every three months to ensure all current and emerging risks are captured, controls identified, and risk treatment (action) plans are implemented effectively.

(13) The Rector and Chief Operating Officer will monitor Faculty, Institute and Portfolio Risk Profiles to identify new and changed risks and will recommend action as appropriate.

(14) Headline Risks are reported at least quarterly to JMC.

(15) DLI Headline Risk Report informs DLI's annual Internal Audit Plan and strategic priorities.

### **Risks outside acceptable levels and escalation**

(16) Risk Owners must escalate the following risk items to the Rector and/or COO:

a) all risks rated High in accordance with Table 5 of Schedule A: Risk Matrix.

(17) The Rector and/or COO will assess escalated matters to determine actions required to reduce the risk to an acceptable level.

### **Roles and responsibilities**

<b>Role/Decision/Action</b>	<b>Responsibility</b>	<b>Conditions and limitations</b>
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 6 - Definitions

(18) For the purpose of this procedure:

- a) **Associates:** contractors, consultants, volunteers, visiting appointees and visitors to DLI
- b) **Control:** a measure that maintains and/or modifies risk. Controls include, but are not limited to, any process, policy, device, practice, or other conditions and/or actions which maintain and/or modify risk.
- c) **Headline Risk Report:** report setting out DLI-wide risk management priorities, exposures and target risk levels.
- d) **Key Risk Indicator:** metrics used to provide an early signal of a risk exceeding risk appetite.
- e) **Risk:** is the 'effect of uncertainty on objectives', (ISO 31000: 2018 Risk management - Principles and Guidelines). Risk is characterised by reference to a potential event or circumstance occurring, and measured in terms of a combination of the likelihood of the event occurring and the consequence if the event was to occur.
- f) **Risk appetite:** a statement of the most significant risk categories to which DLI is exposed and sets out the amount and type of risk that DLI is prepared to accept for each risk category in order to meet its strategic objectives.
- g) **Risk assessment:** the overall process of risk identification, analysis and evaluation.
- h) **Risk management:** the coordinated activities to direct and control DLI with regard to risk.
- i) **Risk management practices:** the totality of structures, including methodology, training, and procedures that provide the foundation for DLI's implementation, review and improvement of risk management.
- j) **Risk matrix table:** a matrix that facilitates the consistent application, definition, assessment and measurement of risk impact, likelihood, consequence, control effectiveness, overall risk ratings and responses across DLI. It allows for the prioritisation of assessed risks and the determination of appropriate risk control measures and their importance in managing risk.
- k) **Risk Owner:** The individual who is accountable for ensuring the risk is managed appropriately.
- l) **Risk treatment:** the process of selecting and implementing measures to modify risk. Measures can include avoiding, optimising, transferring or accepting the risk.

## ASSOCIATED DOCUMENTS

(19) Associated documents are available on the [DLI Policy page](#):

- a) Schedule A: Risk Matrix.
- b) Risk Management (DLI) Policy
- c) Business Continuity Management (DLI

PROCEDURE DETAIL	
<b>Name of procedure</b>	Risk Management (DLI) Procedure
<b>Overarching policy</b>	Risk Management (DLI) Policy
<b>Approved by</b>	Yayasan Governing Board
<b>Approval date</b>	17th September 2025
<b>Date of effect</b>	17th September 2025
<b>Date of review</b>	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.
<b>Responsible Executive</b>	Chief Operating Officer
<b>Implementation Officer</b>	Chief Operating Officer or nominee
<b>Policy or procedure superseded</b>	NA
<b>Summary</b>	This Procedure establishes the principles and framework for identifying, assessing, and managing risks at the DLI campus
<b>Key words for online searching</b>	Risk identification and assessment Risk appetite and controls Foreign interference risk Escalation and reporting Risk owner accountability
<b>Category</b>	Administrative
<b>Target audience</b>	staff, associates