



Tanglin Gippsland Risk Management Policy

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1 Overview

- 1.1 Tanglin Australia is committed to mitigating, as much as possible, the internal and external factors and influences that potentially impact the organisation. Such influences can be seen as risks. This document explains Tanglin’s approach to managing enterprise risk.

2 Definitions

- 2.1 *The Board* means the Board of Directors of Tanglin Australia Pty Ltd (trading as Tanglin Gippsland).
- 2.2 *Tanglin Gippsland workplace* means any location where Tanglin is conducting its business
- 2.3 *Risk* means any threat or opportunity that can potentially impact negatively on the organisation meeting its objectives (AS/NZS ISO 31000:2018 Risk Management Standard)
- 2.4 *Risk management* means the coordinated attitudes and activities undertaken to understand, identify and manage risk.
- 2.5 Defining Risk and Risk Management
 - 2.5.1 AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines defines risk as ‘*the effect of uncertainty on objectives*’.
 - 2.5.2 *An effect* is a deviation from an expected outcome and can be positive and/or negative.
 - 2.5.3 *Risk* is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.
 - 2.5.4 *Risk management* is the process of rigorously understanding, identifying and mitigating risks. Risk management across Tanglin seeks to be:
 - 2.6 Informative, providing the Board and Leadership Team with relevant information they need to make more informed decisions
 - 2.7 Sustainable, evolving and improving over time
 - 2.8 Comprehensive, covering all business units, corporate functions and locations
 - 2.9 Explicit, defining risk roles and responsibilities
 - 2.10 Enabling, ensuring appropriate risks are taken within an agreed risk appetite.

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3 Details

- 3.1 Risk management across Tanglin Gippsland will take place in line with these principles:
- 3.1.1 The identification and management of risk is an expression of the Board’s commitment to being wise and diligent stewards of the property, resources and people involved in its day-to-day business.
- 3.1.2 The identification and management of risk is linked to the achievement of Tanglin’s Mission, Values and Vision, should not stifle innovation, and should underpin creativity.
- 3.1.3 The manner in which we identify and manage risk across Tanglin is based on a commitment to equip staff and students with the ability to increasingly understand and deal rightly with benefit and risk.
- 3.1.4 Tanglin is committed to developing a systematic, timely and structured approach to risk management by bringing together consideration of benefits and risks when deciding on appropriate responses.
- 3.1.5 Tanglin’s identification and management of risk is:
- an integral part of Tanglin’s organisational processes, decisions and activities.
 - customised and proportionate to the specific context of the organisation and based on an awareness of the risk appetite of the organisation’s leaders.
 - inclusive, involving stakeholders in an appropriate manner.
 - dynamic, iterative and responsive to change.
 - based on the best available information.
 - Considerate of human behavioural and cultural factors, including an understanding and appreciation of the individuals within the organisation.
 - Focused on continual refinement of the organisation.
- 3.2 In addition, those responsible for managing and monitoring enterprise risk across Tanglin will ensure they are working in line with respective state and federal legislation, requirements, and standards.
- 3.3 The reporting of incidents will be in line with the roles, responsibilities and timeframes detailed in Appendix 2.
- 3.4 An enterprise risk management system will be used by those responsible for managing and monitoring enterprise risk across Tanglin.

4 Roles and Responsibilities

- 4.1 The Board of Tanglin Australia is responsible for and committed to effective risk management. The Board’s expression of this responsibility will be primarily expressed through actions, including those detailed below. The Board may choose to delegate some actions to, however, it will not relinquish overall responsibility for this area of the organisation.

The Board will demonstrate that responsibility through their actions, including

- Endorsing, adhering to and regularly reviewing the Risk Management Policy

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- Integrating effective risk management practices into all organisational processes and decisions
- Ensuring people at all levels within the organisation have appropriate understanding and capacity to identify and manage risk
- Assigning responsibilities and accountabilities for effectively managing risk at appropriate levels within the organisation
- Establishing, communicating, monitoring and evaluating appropriate risk management performance indicators
- Ensuring necessary resources are allocated to effective risk management
- Ensuring relevant information derived from risk management processes (see Appendix 1) are adequately reported and used as a basis for decision making and accountability at all relevant organisational levels
- Ensuring effective risk management practices are incorporated into all organisational processes.

4.2 The Head of Campus will be responsible for:

- ensuring the identification and management of risk is an integral part of all organisational processes and decisions
- orienting and supporting the Leadership Team to work in a manner consistent with this policy
- reporting to the Board on the implementation, evaluation and refinement of the risk management framework.

4.3 The Leadership Team will be responsible for:

- ensuring the identification and management of risk is an integral part of all they do in the performance of their role
- orienting and supporting staff members and visitors they are responsible for, to work in a manner consistent with this policy
- reporting on the identification and management of risk to the Head of Campus as required.

4.4 All staff will be responsible for:

- ensuring the identification and management of risk is an integral part of all they do in the performance of their role
- reporting on the identification and management of risk to the Head of Campus or Leadership Team as required.

5 Policy Review

5.1 This policy is approved by the Board of Tanglin Australia and will be reviewed at least every two years by Tanglin’s Leadership Team. *Leadership Team* consists of the Tanglin Gippsland Head of Campus, Head of Learning and Head of Pastoral Care.

5.2 Any significant changes to this policy must be approved by the Board.

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Appendices

Appendix 1: Risk Management Process

Risk management will comprise the elements described in the flowchart below:



1. When establishing the context, the following will be considered:
 - Tanglin’s organisational objectives
 - Previous risk management processes and documents
 - Internal and external parameters, including risk exposure and thresholds.

2. Risk assessment is the overall process of risk identification, risk analysis and risk evaluation.
 - Risk Identification. This part of the process will identify risks based on those events that might create, enhance, prevent, degrade accelerate or delay the achievement of Tanglin’s Mission and Vision.
 - Risk Analysis. This part of the process will provide an input to risk evaluation and to decisions on whether risks need to be mitigated, and on the most appropriate risk mitigation strategies and methods.
 - Risk Evaluation. This part of the process will assist in making decisions, based on the outcomes of risk analysis, about which risks need mitigation and the priority for treatment implementation.

3. Risk Treatment. Risk treatment or mitigation will involve selecting one or more options for modifying risks and implementing those options. An important aspect of this step is the assessment of the level of modified or residual risk, and a decision about the acceptance or not of that level.

4. Monitoring and Review. Monitoring and review will be a planned part of the risk management process and involve regular checking, auditing and re-evaluating.

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5. **Communication and Consultation.** Appropriate communication and consultation with external and internal stakeholders will take place during all stages of the risk management process.

6. **Recording the Process.** The risk management process will be recorded in a manner that provides the foundation for improvement in methods, tools and overall process.

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Appendix 2: Reporting of Incidents

The following is a broad approach to the reporting of incidents:

Risk Rating	Reported to:	Timing
Low	HoC / LT	Up to one week
Medium	HoC / LT	Same week
High	HoC / Board Chair	Same week
	Board	Next meeting
Extreme	Board Chair	Same day briefing
	Board	Same week
Catastrophic	Board Chair / Board	Same day briefing

Head of Campus (HoC)

Leadership Team (LT)

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