



Risk Assessment Tool

Festival of Bright Ideas 2026

Assessment Type: WHS / Environmental

Division/College: Division of Student Services and Operations

Business Unit: Community Engagement

Project Reference: Festival of Bright Ideas

Risk Assessment Tool



Purpose

This *Risk Assessment Tool* should be used and adapted to undertake any risk assessment across University operations. The purpose of this tool is to provide the decision-maker with as much relevant risk information as is available to facilitate their decision.

The tool has been provided in a word format to enable you to type in information and to electronically transmit and save the document.

Refer to the [Risk Management Procedure](#) for instructions and guidance on how to use this *Risk Assessment Tool*. If you require assistance with reviewing your assessment, first speak with your colleagues or line supervisor.

A template [Risk Register](#) to compile risk assessment results across a particular discipline or area is also available on the [Risk Intranet site](#).

If further assistance is needed, please contact a member of the Audit, Risk & Compliance Team who will be able to provide you with assistance.

Considerations

When you are considering 'risks' it is important to think broadly around a range of topics that may be applicable both in terms of a risk but also as a potential consequence of a risk occurring. Some areas that you might wish to consider as part of your assessment are:

- Financial Risks
- Safety and Wellbeing
- Environmental Risks
- Foreign Interference
- Privacy
- Compliance
- Security (Physical & ICT).

Identifying, Assessing and Evaluating the risks

Identify key risk issues that may result in adverse consequences or constrain the achievement of stated objectives for the project/activity using the following steps:

1. Provide summary of project/activity.
2. Break the project/activity down into a series of components (from start to finish) on separate lines.
3. Identify potential risks (things that might 'go wrong' or hazards if undertaking a safety assessment) for each component.
4. Assess the inherent risk (before control measures) for each risk identified by:
 - a. Evaluating the possible consequence of the hazard using the Consequence Scale (see below)
 - b. Evaluate the likelihood of that consequence using the Likelihood Scale (see below)
 - c. Determine rating of each risk using the University Risk Matrix.
5. Develop appropriate risk control measures to eliminate or reduce the risks.
6. Assess the residual risk (i.e. after control measures) once again by:
 - a. Evaluating the possible consequences of the risk using the Consequence Scale (see below)
 - b. Evaluate the likelihood of that consequence using the Likelihood Scale (see below)
 - c. Determine rating of each risk using the University Risk Matrix.
7. Identify persons responsible for implementing and monitoring relevant components.
8. Determine highest remaining residual risk.
9. Determine if a Safe Work Procedure (SWP) is to be developed from the Risk Assessment.
10. Identify any Risk Appetite Statements that may be relevant for consideration as part of this assessment and comment whether you believe based on the identified residual risk ratings we are operating within appetite.
11. Seek delegation sign off in accordance with the University Schedule of Risk Delegations.
12. Ensure all persons involved in the activity have read, understand and sign the risk assessment before work starts.

STEP 1.							
TITLE OF RISK ASSESSMENT (RA):		Festival of Bright Ideas 2026			ORG UNIT:	Community Engagement	
RA NO.	1	VERSION:	0.1	CREATION DATE:	24/07/2026	REVIEW DATE:	
SUMMARY OF ACTIVITY: <i>Further detail on the task, activity, project, change or event that you are assessing</i>		The University and Inspiring Australia -Tasmania will organise the Festival of Bright Ideas (FoBI) taking place on Friday 14 and Saturday 15 August 2026. Bump-in will commence on Wednesday 12 August and bump-out concludes on Monday 17 August. The event will be held at Princes Wharf No.1 on Castray Esplanade in Hobart. FoBI showcases science organisations. FoBI is comprised of a schools' day on the Friday and a public day on the Saturday. FoBI attracts more than 1800 students on the schools' day and 3000+ on the public day. More than 30 partner organisations provide content and activities to engage people in STEM. Visitors are anticipated to stay for two to three hours. The leads for this event are the Community Engagement Team, including Inspiring Tasmania Manager, Dr Tiana Pirtle. The site managers are Belinda Brock, Justin Clarke, and Jaycee Jiang. The TM Management group will also be onsite as venue managers.					
LOCATION OF ACTIVITY:		Princes Wharf No.1, Castray Esplanade, Hobart TAS 7000					
RISK ASSESSMENT CREATED BY / CONSULTED WITH:				POSITION TITLE:			
Name: Belinda Brock		Manager, Community Engagement					
Name: Justin Clarke		Events Officer, Community Engagement					
Name: Jaycee Jiang		Events Officer, Community Engagement					

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STEP 2.		STEP 3.	STEP 4a.	STEP 4b.	STEP 4c.	STEP 5.	STEP 6a.	STEP 6b.	STEP 6c.	STEP 7.
Ref No	SPECIFIC ACTIVITY STEPS	IDENTIFY POTENTIAL HAZARDS <i>Things that might 'go wrong'</i>	INHERENT RISK			RISK CONTROL MEASURES <i>Controls to eliminate or reduce the risks</i>	RESIDUAL RISK			Actioner / Initials
			Consequence	Likelihood	Risk Rating		Consequence	Likelihood	Risk Rating	
1	Travel to/from the FoBI Site and Hobart waterfront area	- Traffic accident - Vehicle and pedestrian collision	Major	Unlikely	High	- Refer to our Staying COVID Safe and Framework for Field Activities when planning off-campus activities. - Follow the guidelines as described in Driving for work - Our responsibilities and behaviours. - Familiarise yourself with COVID-19 and other Respiratory Viruses webpage. - Take care in unfamiliar surroundings. - Report all accidents, incidents, and hazards through MySafety. - At FoBI, sign in on arrival and sign out on departure. <i>If driving a rental vehicle:</i> - Have completed a Driver Authorisation Form and a Private Vehicle Approval Form (if required)	Moderate	Rare	Low	

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						8. Ensure adequate planning and time for safe travel to and arrival at destination. 9. Monitor and manage driving fatigue, remote-driving, and towing as outlined in Driving for work - Our responsibilities and behaviours.				
2	Arrival at, and moving around the FoBI site	Slips, trips, falls	Minor	Possible	Moderate	1. Prepare for the event by reading the 2026 Event Briefing and Safety Induction.pptx 2. Follow all University and PW1 safety requirements. 3. Take care in unfamiliar surroundings and move safely in public spaces. 4. Wear appropriate shoes (i.e. fully enclosed, low-heeled) to help prevent slips, trips and falls 5. Wear and/or pack appropriate clothing for the weather and travel conditions. 6. Follow reasonable directions of Event staff or PW1 staff, including in the case of an emergency. 7. Report all accidents, incidents, and hazards through the MySafety.	Minor	Unlikely	Low	

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						8. Cease work if unsafe – report to Site Coordinator as soon as possible.				
3	Arrival at, and moving around the FOBI site	Respiratory viruses	Moderate	Possible	Moderate	1. If unwell or even showing the mildest cold or flu-like symptoms, do not attend FoBI. 2. Follow current University and Public Health guidelines to reduce/mitigate COVID-19 and other Respiratory Viruses exposure at FoBI. 3. Maintain hand hygiene. 4. Maintain 1.5m physical distancing where practical. 5. Regular cleaning/sanitisation of high-touch surfaces. 6. All shared equipment or tools must be cleaned after use. 7. Hand sanitiser available throughout the venue.	Minor	Possible	Low	
4	Event set up / pack down	- Fatigue of event staff - Strains and sprains from incorrect manual handling - Foot injuries from impact - Injury from incorrect operation of	Minor	Possible	Moderate	1. Work to be carried out during daytime where possible. 2. Sufficient break times to be allocated. 3. Monitor staff for possible fatigue. 4. Appropriate number of people to be used for each lift. 5. Lifting equipment to be used wherever possible.	Minor	Unlikely	Low	

Commented [JJ1]: Updated as per Agfest.

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		equipment or machinery				6. Where possible, road cases will have wheels to reduce manual handling.				
		o Blocking of fire exits				7. Equipment to be stored as close to area of use as possible.				
		o Injury from collision or impact				8. Enclosed footwear to be worn by all relevant event staff if required.				
						9. Operating equipment to be used within the guidelines supplied by manufacturer and/or suppliers.				
						10. Persons using equipment are trained in safe operation and wear appropriate PPE.				
						11. Work to be overseen by event staff and/or qualified persons as applicable.				
						12. Keep access pathways and fire exits clear.				
						13. A high-visibility vest and enclosed shoes must be worn at all times during the FoBI set up and pack down phases of the event and when working on or near moving vehicles or operational plant. (Note: vests need to meet AU/NZ standards).				
						14. All worksites must be continuously and effectively isolated and monitored to prevent unauthorised or				

Commented [BB2R2]: @Jaycee Jiang yes we have a tub of high vis vests.

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						inexperienced persons entering the area. This should be in the form of barriers, hazard tape and supervision to ensure effectiveness and to restore barriers if left open.				
5	Event set up / pack down	Trips and falls	Minor	Possible	Moderate	- Cables to be laid out in zero traffic areas where possible. - All cables visually identified and to be covered, matted, taped or using existing cable runs. - Upon conclusion of bump in, site managers to inspect each area to ensure all cords are taped or covered with cord cover. - At the end of each day, site managers or site staff check cords for retaping. - Staff to notify onsite cleaning team or site managers for immediate cleaning of food/drink spillage. - Cleaning signs to be within reach through the venue for use while cleaning is undertaken	Minor	Unlikely	Low	
6	Event set up / pack down	Electrical shock, fire, electrocution; power outage; water on electrical leads	Moderate	Unlikely	Moderate	All cables to be of suitable construction.	Minor	Unlikely	Low	

Commented [JJ3]: Would you like me to add this into the Runsheet? @Belinda Brock

Commented [BB3R2]: @Jaycee Jiang yes please.

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						2. All electrical equipment to carry evidence of current test and tag. 3. Event staff announcement in case of power outage. 4. Emergency Evacuation Procedures are in place. 5. Fire-fighting equipment is available on-site. 6. Staff trained in first aid onsite during set up and pack down.				
7	Event set up / pack down – Boat Pool (Tasmanian Model Solar Challenge & Touch Tank, Fisheries Tasmania)	- Hose trip hazard during pool filling; water leakage or pooling around setup area - Uncontrolled water discharge causing wet/slippery forecourt - Manual handling injury when moving/assembling boat pool and track components	Moderate	Possible	Mode rate	1. Fire hose access to be coordinated with venue; hose to be used only during setup/filling and kept clear of public pathways; area monitored during filling; secure hose once complete; any wet ground dried or marked. 2. Confirm fill/drain process with PW1 staff; drain water only in approved location; supervise draining; avoid water running through pedestrian pathways or near equipment. 3. Components handled by TMSC staff only; team lifting used where required; avoid overreaching or carrying awkward loads alone; vehicle access arranged for Saturday 8am bump-in.	Minor	Unlikely	Low	

Commented [JJ4]: Missing link?

Commented [BB4R2]: No need to link

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8	During event	Disruption to another person (s) and/or property	Moderate	Possible	Moderate	1. Event staff to regularly monitor persons on-site. 2. Disruptive persons may be asked to leave the venue. 3. PW1 staff to be called upon for assistance if required. 4. In the event of an attack from an Active Armed Offender, you should follow the directions of the PW1 staff. 5. <u>UTAS rostered security guard</u> to be in attendance during festival opening hours.	Moderate	Unlikely	Low	
9	During event	<u>Respiratory viruses</u>	Moderate	Possible	Moderate	8. If unwell or even showing the mildest cold or flu-like symptoms, do not attend FoBI. 9. Follow current University and Public Health guidelines to reduce/mitigate <u>COVID-19 and other Respiratory Viruses</u> exposure at FoBI. 10. Maintain hand hygiene. 11. Maintain 1.5m physical distancing where practical. 12. Regular cleaning/sanitisation of high-touch surfaces. 13. All shared equipment or tools must be cleaned after use. 14. Hand sanitiser available throughout the venue.	Minor	Possible	Low	
						1.				

Commented [JJ6]: From UTAS Security? - didn't seem to find the security ticket in SharePoint folder

Commented [BB6R2]: @Jaycee Jiang - Justin reach out to UTAS Security for a quote last week. Finalisation of details still pending.

Commented [JJ6R3]: Jus received and confirmed the security quote

Commented [JJ7]: Updated as per Agfest.

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10	During event – Boat Pool (Tasmanian Model Solar Challenge)	- Child or visitor falling into / leaning into shallow boat pool; potential immersion or drowning incident - Slips, trips or falls from wet ground around boat pool - Weather impacts - high wind or heavy rain affecting solar cars/boats, pool stability or public safety - Crowding around pool/track causing pushing, trips or restricted movement - Minor hygiene issues from shared contact with pool water/equipment	Moderate	Possible	Mode rate	- Pool depth limited to 10–20cm only; activity supervised by TMSC staff at all times; clear boundary/marked activity zone around pool; visitors not permitted to enter pool area; school groups supervised by teachers/adults; stop activity if crowding becomes unsafe. - Pool positioned on stable, level surface; spills monitored and managed promptly; towels/mop/squeegee available; wet areas marked or cordoned if required; staff to monitor visitor movement around pool. - Activity is weather dependent; provider to monitor conditions and pause/cancel activity if high winds, heavy rain or unsafe conditions occur; lightweight equipment secured. - Activity area clearly defined; staff to manage participant numbers; maintain clear pedestrian pathway around activity. - Use clean water; visitors not encouraged to place hands in pool unless supervised; hand hygiene encouraged where relevant; contaminated water to be managed appropriately.	Minor	Unlikely	Low	
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Commented [JJ8]: Updated with Solar Challenge pool

Commented [BB8R2]: @Jaycee Jiang nice work.

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11	During event - Food Vendors	- o Poisoning from food vendors - o Potential for food poisoning/allergic reaction from catering supplied for volunteers.	Moderate	Possible	Mode rate	1. Contracting food provision to licenced 3rd parties 2. Confirmation of third-party food permits/licences 3. Monitoring of food vendors throughout the day 4. Break room for staff and volunteers to have access to fridge, urn and sandwich press 5. Providing a separate table and clearly label food items for special dietary requirements	Minor	Possible	Low	
12	During event	o Injury to person (ingestion, cut, poison, fall, etc.)	Unlikely	Minor	Mode rate	1. Key event staff are trained in first aid. 2. Staff know where a first aid kit and ProMED is located 3. All patrons have access to ProMED onsite. 4. If anything is ingested i.e., hand sanitiser, contact poison hotline 13 11 26. 5. If anything gets in a cut or eyes, patron is directed to rinse eye (first aid kit) or taken to ProMED for treatment. 6. Pathways and access points are monitored and kept clear. 7. In the event of an emergency call triple 000.	Minor	Rare	Low	
13	During event - School Day sessions	o Injury to students when moving between activities.	Moderate	Possible	Mode rate	1. Ensure volunteers are available to monitor groups moving between activities.	Minor	Possible	Low	

Commented [JC9]: Have added this section in based on conversation with Tegan around hand sanitiser.

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		Potential of students getting separated from teachers/supervisors				- Ensure groups sizes are manageable for teachers and activity providers. - Contact numbers of the main contacts available if the student gets separated. - Advised meeting point of 'lost students' upon briefing.				
14	Emergency Evacuation	Uncertainty of evacuation protocol, emergency exit locations, or assembly points.	Minor	Unlikely	Low	All event staff and contractors to be made fully aware of the evacuation procedure and their role in an evacuation. See 2026 Event Briefing and Safety Induction.pptx.	Minor	Unlikely	Low	
15	Communication	Inadequate access to communication equipment impeding service delivery or emergency response activation	Minor	Possible	Low	- Carry, or ensure access to, communication equipment (e.g. mobile phones). - Carry the mobile numbers for key event contacts and colleagues. - Key event site staff join PW1 venue team WhatsApp.	Minor	Possible	Low	
16	Injury, illness or "near miss"	- Injury, illness, "near miss" or distress - Reputational damage	Moderate	Possible	Moderate	- Briefing of all relevant staff with Health & Safety and Evacuation procedures. - At least one staff member on-site to be first aid certified. - First aid kit to be easily accessible. - Event staff and contractors are informed of where first aid kit is located, and which staff on-site are first aid trained.	Minor	Possible	Low	

Commented [JJ10]: This info is not yet included in [2026 Event Briefing and Safety Induction - staff and volunteers.pptx](#)

Commented [BB10R2]: @Jaycee Jiang could you reach out to the venue to get a copy of there current evacuation plan and include in the briefing slide show.

Commented [JJ10R3]: Meeting point is at the ProMed Stall, and this info should be included in the schools pack doc.

Commented [JJ11]: If we should include this into the briefing docs: [2026 Event Briefing and Safety Induction - Activity Providers.pptx](#), and [2026 Event Briefing and Safety Induction - staff and volunteers - Copy.pptx](#)?
@Belinda Brock

Commented [BB11R2]: @Jaycee Jiang good idea.

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						5. For incidents requiring medical attention and hospital transfers, event staff will call 000. 6. ProMED will be available at FoBI. 7. Report all injuries or illness to the FoBI Site Office. 8. Report all accidents, incidents, hazards and "near misses" through MySafety . 9. Staff and students who test positive for COVID-19 during, or immediately after FoBI, must report their result online as per COVID-19 and other Respiratory Viruses .				
17	Appropriate Behaviour	- Unsafe or unwelcome behaviour - Bullying, harassment, threatening behaviour, assault, or sexual harassment or assault	Moderate	Possible	Moderate	1. Follow S6.5 Governance and Accountability > Child Safety Policy and the Child Safety Code of Conduct . 2. A current Registration to Work with Vulnerable People (RWVP) is recommended for those working inside FoBI. 3. Follow the University's Behaviour Policy and all related policies under the Governance and Accountability section. Inappropriate behaviour will not be tolerated by the University.	Minor	Possible	Low	

Commented [JJ12]: Is this still relevant?

Commented [BB12R2]: @Jaycee Jiang yes it is. <https://universitytasmania.sharepoint.com/sites/news-and-events/SitePages/COVID-19-updates.aspx>

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						4. In the event of bullying, harassment, assault or sexual assault, follow the processes for managing incidents and supporting staff/students as detailed in the University's Behaviour Procedure .				
						5. Report all behavioural incidents and hazards through My Safety .				
18	Activity-specific risk assessments	o Activities run without additional measures or controls to protect from harm.	Moderate	Possible	Moderate	1. Activities that require additional measures or controls to protect from harm must submit an approved documented risk assessment prior to the event.	Minor	Possible	Low	
STEP 8.		HIGHEST REMAINING RESIDUAL RISK					Low			
STEP 9.		SWP to be developed? Y/N					No			
STEP 10.		Risk Appetite Statements for consideration?		Risk Appetite Statement?		Operating within Appetite?				
		<i>Please list them if so and comment whether you believe based on the above residual risk ratings we are operating within appetite</i>		1. Pursue		High appetite				
				2.						
				3.						
STEP 11. DELEGATION SIGN OFF (In accordance with the University Schedule of Risk Delegations)										
RESIDUAL RISK		APPROVAL REQUIRED TO PROCEED:				APPROVER NAME:	APPROVAL SIGNATURE:	APPROVAL DATE:		
Extreme (E)		Approval must be obtained from a member of the University Council (on recommendation from Audit and Risk Committee)								
High (H)		Approval must be obtained from Profile A or above (Executive Dean, Executive Director Operations or Senior Executive (UET), Board Member)								

Commented [JJ13]: Or as per Agfest 2026: report behavioural incidents and hazards to the [Safe and Fair Community Unit \(SaFCU\)](#)?

Commented [BB13R2]: @Jaycee Jiang psychosocial risks are now reported through My Safety so there is no need to reference SaFCU - this can be updated on next year's Agfest Risk Assessment as it is a recent change.

Commented [JJ14]: Do we need to include other providers' risk assessments other than solar challenge? @Belinda Brock

Commented [BB14R2]: @Jaycee Jiang This will cover off on any/all activity providers that submit separate risk assessments.

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Moderate (M)	Approval must be obtained from Profile B or above (Head of School / Institute, Director, Business / College Manager, Deputies, PVC, CSO, CFO, ED, CoS, General Counsel, CIO, CEO)			
Low (L)	Approval must be obtained from Profile C or above* (Head of Discipline / Centre / Department, Associate Dean, Course Coordinator, Operations / Project / School / Senior Manager)	Leanne Arnot	Leonie	5/8/26
*Profile B or above (or nominated delegate) must approve Risk Assessment if it is used to develop a Safe Work Procedure.				
STEP 12.				
RISK ASSESSMENT UTILISED BY:		POSITION TITLE:		
Belinda Brock		Manager, Community Engagement		
Justin Clarke		Events Officer, Community Engagement		
Jaycee Jiang		Events Officer, Community Engagement		

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Risk Matrix

Residual Risk	Response rate required	Management action required
Extreme	Immediate attention and response needed	Dedicated risk mitigation and resource plan with active escalated monitoring in place to Council
High	Given appropriate attention and demonstrably managed	Dedicated risk mitigation plan in place with active escalated monitoring to University Executive Team
Moderate	Assess and determine whether further controls are required	Risk mitigation plan managed at Colleges / Divisions.
Low	Monitor and review as needed	Risk mitigation managed through business as usual.

		CONSEQUENCE					
		Definition	The impact would pose some obstacles for the University to achieve current year objectives (within 12 months).	The impact would challenge the ability of the University to meet its strategic objectives in the short term (12 – 18 months).	The impact would challenge the ability of the University to achieve its strategic objectives in the medium term (18 – 36 months).	The impact would significantly disrupt the University from achieving its key strategic objectives, value and ability to operate in the long term (3 – 5 years).	An impact which prevents the University from continuing to operate.
	Frequency	Rating	Minor	Moderate	Major	Severe	Catastrophic
LIKELIHOOD	Business plan horizon. Likely to occur at least once a year. (Greater than 50% chance of occurring in any year.)	Likely	Mod	High	High	Ext	Ext
	Strategic horizon. Likely to occur once in 2-5 years. (Between 25% - 50% chance of occurring in any year.)	Possible	Mod	Mod	High	Ext	Ext
	Scenarios horizon. Likely to occur once in 5-10 years. (Between 10% - 25% chance of occurring in any year.)	Unlikely	Mod	Mod	High	High	Ext
	Infrastructure horizon. Likely to occur once in 10 – 50 years. (Between 2% - 10% chance of occurring in any year.)	Rare	Low	Mod	Mod	High	Ext
	Institutional horizon. Greater than 50-year event. (Less than 2% chance of occurring in any year.)	Extremely Rare	Low	Low	Mod	High	Ext

Consequence Scale							
	General Definition	Learning, Teaching and Research	Engagement	Financial	Our Community	Environment	Legal Compliance
Catastrophic	An impact which prevents the University from continuing to operate.	Loss of accreditation of the University.		Whole of University Income Statement impact exceeds available funding capacity of the University.	Sudden or unexpected loss of a high proportion of staff.	Environmental incident causing loss of social license as a result of significant loss of life.	Catastrophic failure to comply with legislation losing license to operate.
Severe	An impact which significantly disrupts the University from achieving its key strategic objectives, value and ability to operate in the long term (3 – 5 years).	Loss of self-accreditation of the University. Loss or suspension of ability to compete for research funding. Loss of major research clusters.	Partial loss of trust leading to social unrest and outrage. Reputation and standing of the University seriously affected nationally and internationally. Significant breakdown in strategic and/or business partnerships.	Whole of University loss of 3-5 years of EBITDA (\$120m-\$250m). Loss on investments that requires a recovery period of >5 years or more.	Multiple deaths. Permanent disability or injury, extreme stress and an inability to perform (work/study) in the foreseeable future to multiple persons. Sudden or unexpected loss of a number of key personnel. Perceived or actual culture of misconduct and inappropriate behaviour that is supported.	Medium - long term (5-10 years) and relatively widespread lasting environmental effects.	Serious failure to comply that results in restrictions on business operations. May result in significant litigation, including class actions.
Major	The impact would threaten the ability of the University to achieve its strategic objectives in the medium term (18 – 36 months).	Suspension of self-accreditation of the University. Substantial reduction in research rankings and loss of key research talent and clusters. Lost opportunity to commercialise on major research outputs.	Prolonged community outrage which requires a University-wide response. Embarrassment for the University and long-lasting adverse media coverage. Reputation adversely impacted with a significant number of strategic and/or business partnerships.	Whole of University loss of 1.5-3 years of EBITDA (\$60m-\$120m). Loss on investments that requires a recovery period of 3– 5 years.	Death/s with University at some fault. Permanent disability or impairment, extreme stress and an inability to perform (work/study) to multiple persons. Low retention rates of key personnel. Long term decline in staff or student morale. Perceived culture of misconduct and inappropriate behaviour that is accepted/tolerated.	Relatively widespread medium-term impacts (3-5 years), requiring remediation, where ecosystem will recover once clean-up has been completed.	Significant breach of Act, regulation or consent conditions with potential for regulatory action resulting in fines \$1M - \$5M and > 5-year imprisonment.
Moderate	The impact would threaten the ability of the University to meet its strategic objectives in the short term (12 – 18 months).	Official notification or warning from regulators to revoke accreditation of the University. Loss of accreditation to flagship courses significantly impacting student load.	Dissatisfaction that requires active management and University response. Heightened community concern with potential to escalate. Reputation adversely impacted with several stakeholders / key operational business partnerships.	Whole of University loss of 0.5 – 1.5 years of EBITDA \$20m-\$60m. Loss on investments that requires a recovery period of 1-3 years.	Death/s with University not at fault. Inability to attract and retain key personnel in identified roles or locations. Low staff or student morale in affecting a large section of the university. Perceived culture of misconduct and inappropriate behaviour that is not effectively addressed.	Short-medium term (1-3 years) impacts, where the ecosystem will recover quickly with or without intervention.	Major breach of Act, regulation or consent conditions with potential for regulatory action resulting in fines \$500k - \$1M and < 5-year imprisonment.
Minor	The impact would pose some obstacles for the University to achieve current year objectives (within 12 months).	Limited accreditation to flagship courses impacting student load.	Dissatisfaction that requires University response. Community concern, heavy local media coverage/criticism by NGOs. Reputation impacted with some stakeholders.	Whole of University loss of EBITDA of \$10m-\$20m. Loss on investments that requires a recovery period of <1 year.	Difficulty recruiting or replacing key departmental positions within a reasonable timeframe. Short term or isolated impact to staff or student morale. A single and isolated instance of bullying, discrimination, or sexual harassment. Hospitalisation/medical treatment required.	Minor short - medium term (<1 year) damage to a localised area or that ceases once the event is over.	Minor non-compliances and breaches of Acts, regulations or consent conditions resulting in fine <\$500k, notice of rectification or show cause.

Risk Delegations

Residual Risk	Response rate required	Management action required	Profile for acceptance
Extreme	Immediate attention and response needed	Dedicated risk mitigation and resource plan with active escalated monitoring in place to Council	Council
High	Given appropriate attention and demonstrably managed	Dedicated risk mitigation plan in place with active escalated monitoring to University Executive Team	Profile A or above
Moderate	Assess and determine whether further controls are required	Risk mitigation plan managed at Colleges / Divisions	Profile B or above
Low	Monitor and review as needed	Risk mitigation managed through business as usual.	Profile C or above