

TYPE:	Administrative
TITLE:	Risk Management
NO.:	ADMIN-223
RESPONSIBILITY:	Chief Administrative Officer and Chief Financial Officer
APPROVED BY:	Durham College Leadership Team
EFFECTIVE DATE:	October 2023
REVISED DATE(S):	
REVIEW DATE:	October 2026

1. Introduction

A formal and systematic approach to managing risk is essential to sound corporate governance. Effective risk management requires a strategic focus, accountability and clear priorities. Balancing the costs of managing risk with the anticipated benefits of doing so, including the development of contingency planning in the event that threats are realized, is vital to the current and future realizations of Durham College's mission, vision and goals.

2. Purpose

The purpose of this policy and procedure is to establish Durham College's approach to managing liability exposure and organizational risks so as to maximize opportunities and minimize adversities.

3. Definitions

Refer to [Durham College's Standard Definitions](#).

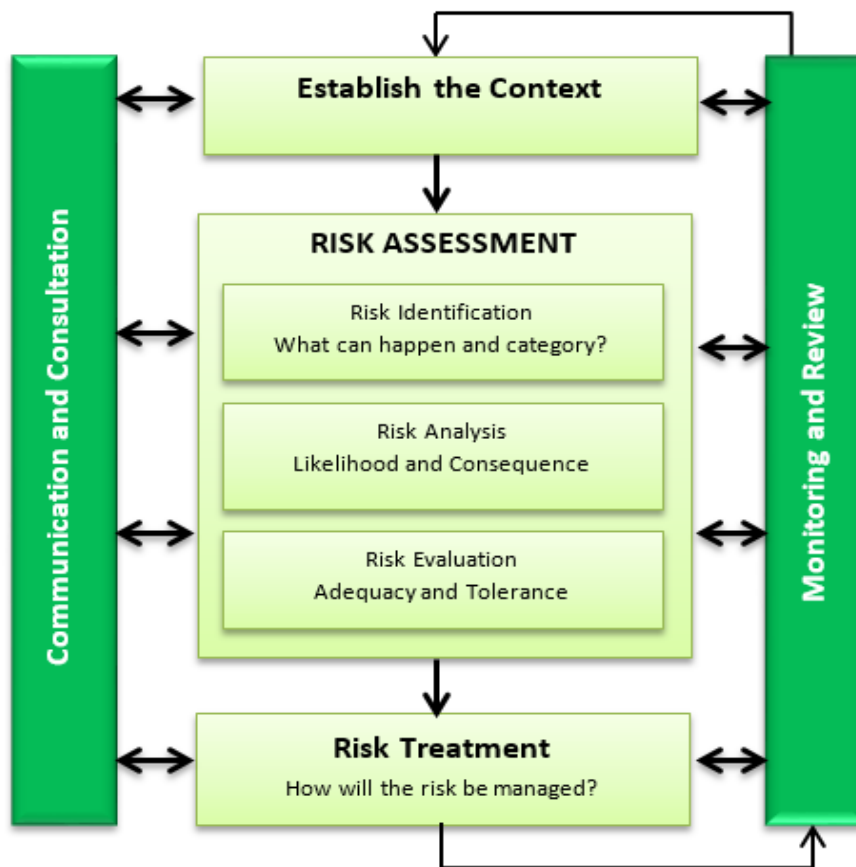
4. Policy statements

- 4.1. Changes in both internal and external environments necessitate a systematic, ongoing and documented approach to campus-wide risk management.
- 4.2. Campus-wide risk management shall be consistent with the College's academic and administrative strategic priorities.
- 4.3. A standard methodology will be used consistently to assess and mitigate risks. Risk assessment shall be documented using College-approved templates and/or forms.
- 4.4. Risk management activities shall be reviewed regularly; extreme and high-risk activities shall be reported to the Board of Governors at least once per fiscal year.

- 4.5. Risk management is a shared responsibility across all levels of the College. To the greatest degree possible, risk assessment shall be conducted in a consultative, transparent, and comprehensive manner.
- 4.6. Administrators are responsible for the development of plans to mitigate or exploit risk and the implementation of risk management strategies.

5. Procedure

- 5.1. The College’s risk management approach is outlined below. The process is continuous and should be applied at all levels of the College.



5.2. Establishing the context

This includes defining the external and internal environments to be taken into consideration when managing risk.

5.3. Communication and Consultation

Continual and iterative dialogue that is necessary in order to identify, analyze, evaluate and treat risks. The dialogue is a two-way process and involves both sharing and receiving information about the management of risk.

5.4. Risk assessment

This is the overall process of risk identification, risk analysis and risk evaluation.

5.5. Risk treatment

This is a risk modification process. It involves selecting and implementing one or more options to modify or treat a risk. When a treatment is fully implemented, it becomes a control, in some cases, it can modify existing controls. Treatment options include avoiding the risk, reducing the risk, removing the source of the risk, sharing the risk, retaining the risk or modifying the likelihood or consequence of the risk.

5.6. Monitoring and Review

5.6.1. Once the current status of the risk along with the treatment options are determined, monitoring occurs. Monitoring means to supervise, continually check and critically observe to determine the status and to assess whether or not required or expected performance levels are actually being achieved.

5.6.2. Review is an activity done to determine whether the risk management processes, including but not limited to risk treatments and controls, are suitable, adequate and effective in achieving established objectives.

6. Roles and responsibilities

6.1. Board of Governors

6.1.1. Responsible for providing framework oversight and approving the risk appetite of the College through the Integrated Risk Management (IRM) Framework Board Governance policy.

6.1.2. Responsible for reviewing, at least once per fiscal year, a register of extreme and high risks and ensuring mitigation plans are in place.

6.2. Audit and Finance Committee of the Board of Governors

6.2.1. Responsible for reviewing the execution and effectiveness of the College's risk management program.

6.2.2. Reviewing the annual risk management report and making appropriate recommendations to the Board of Governors.

6.3. Durham College Leadership Team (DCLT)

6.3.1. Responsible for approving the Risk Management policy and procedure;

6.3.2. Oversee and support the risk management framework for all business processes and key decision-making within the College; and

- 6.3.3. Review extreme and high-level strategic risks presented by the Chief Administrative Officer, the Chief Financial Officer and the Manager, Risk Management that impact Durham College's strategic plan and objectives.
- 6.4. Chief Administrative Officer and Chief Financial Officer
 - 6.4.1. Ensure that an effective and sustainable risk management framework/process is established, implemented and maintained; and
 - 6.4.2. Ensure that the College's strategic risks are identified, analyzed, evaluated and reported to the College President. Working with members of the leadership team, ensure mitigation strategies are developed and remedies identified for extreme and high-level strategic risks.
- 6.5. Executive Deans and Deans, Associate Vice-Presidents or Directors who are assigned by their respective DCLT member
 - 6.5.1. Determine who is to participate in the risk management framework development within their portfolio;
 - 6.5.2. With the input of identified staff, determine and manage both strategic and operational risks within their portfolio that may impact the College's strategic and operational objectives, in consultation with the Manager, Risk Management;
 - 6.5.3. Participate in the development, review and update of the institutional risk register;
 - 6.5.4. Address, monitor and report on the status of the key risks they are accountable for;
 - 6.5.5. Integrate risk management principles into business processes and the management of day-to-day college activities; and
 - 6.5.6. Foster a culture of risk awareness within their portfolio.
- 6.6. Manager, Risk Management
 - 6.6.1. Facilitate the development, approval, adoption and implementation of Durham College's risk management policy and procedure;
 - 6.6.2. Develop and implement a College-wide risk register and risk management process;
 - 6.6.3. Provide risk management support, advice and assessment tools to all areas;
 - 6.6.4. Biannually complete a review of significant risks and their controls;

- 6.6.5. Identify risks and controls that should be reported and communicated to stakeholders;
- 6.6.6. Review and update all risk registers in conjunction with the necessary individuals;
- 6.6.7. Ensure extreme or high risks are reported to the Board of Governors; and
- 6.6.8. Raise the profile of risk management within the College and ensure a culture of risk management is sustained.

7. Accessibility for Ontarians with Disabilities Act considerations

Accessibility for Ontarians with Disabilities Act (AODA) standards have been considered in the development of this policy and procedure and it adheres to the principles outlined in the College's commitment to accessibility as demonstrated by the Multi-Year Accessibility Plan.

8. Non-compliance implications

Identify the possible consequences of non-compliance with this policy and procedure and any timelines associated with compliance. These implications could include financial, reputational and human rights challenges, or potential legal or other sanctions against the college.

9. Related forms, legislation or external resources

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