



**Grace  
College**

## **Risk Management Plan**

*Approved by College Council 29 July 2013,  
6 June 2016, 2 December 2019  
Minor Amendment by Council: 12 October 2020  
Re-Branding Updates: 19 November 2021  
Version 2111*

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## Organisation Details

<b>Business Name</b>	Grace College
<b>ABN</b>	97 624 824 875
<b>Business Activities</b>	Residential College for Tertiary Students Conference Venue Short Stay Accommodation
<b>Number of Employees</b>	55
<b>Number of Residents</b>	180
<b>Type of Entity</b>	Incorporated under the <i>Religious, Educational &amp; Charitable Institutions (RECI) Act, 1861 to 1967 (Qld)</i>  Registered Charity with the Australian Charities & Not-for-profits Commission
<b>Governance Body</b>	Grace College Council
<b>Governance Officers</b>	Mrs Wendy Devine (Chairperson) Mrs Michelle Stickley (Secretary) Mr Adrian Rex (Treasurer)
<b>Affiliated Bodies</b>	The Grace College Foundation ABN 22 622 067 612  Grace College Student Club Inc. (IA19944) (Incorporated under the Associations Act [Qld]) ABN 97 127 976 496
<b>Business, Postal &amp; Street Address</b>	65 Walcott Street, St Lucia Q. 4067
<b>Plant Address</b>	274 Carmody Road, St Lucia Q. 4067
<b>Telephone</b>	(07) 3842 4000
<b>Email</b>	graceadmin@grace.uq.edu.au
<b>Website</b>	www.grace.uq.edu.au
<b>Chief Executive Officer</b>	Rev. Dr Anita Monro (Principal) principal@grace.uq.edu.au (07) 3842 4002 0409 273 059

## Insurance Protections

### Unimutual Ltd

ABN 45 106 564 372; AFS Licence No: 242 142  
Email: [service@unimutual.com](mailto:service@unimutual.com); Website: [www.unimutual.com](http://www.unimutual.com)  
Member No. UL GC [YR]; Expiry: 31 October annually

Protections include Property, General & Products Liability, Professional Liability, Cyber, Environmental Liability and Active Assailant.

For current schedules of Protections, Limits and Retentions, please see Certificate of Entry in Appendix 1.

### Chubb

Policy No. 93310841; Expiry: 31 October annually.

Protections include Directors' & Officers' Liability, Employment Practices Liability, Trustees Liability, Internet Liability, Statutory Liability, Crime, Kidnap, Ransom & Extortion.

For current schedules of Protections, Limits and Retentions, please see Certificate of Currency in Appendix 2.

### WorkCover Queensland

*Workers' Compensation*  
Policy No. WAA850689192; Expiry: 30 June annually

For Certificate of Currency, please see Appendix 3.

## Risk Management Policy

### Policy Statement (Statement of Commitment)

Grace College recognises that risk is inherent in all College operations.

Risk must be managed in order for the College to fulfil its ethical and legal responsibility to:

- provide residents, staff, contractors, voluntary workers and visitors to the College with a safe and healthy environment; and
- ensure that the operations and activities of the College do not place the local community or College surrounds at risk of injury, illness, harm or damage.

Risk must also be managed to ensure that:

- the College and those associated with the College act ethically and with integrity in all College-related matters (ethics and integrity);
- the College maintains high standards of accommodation, meal provision, and other residential support systems in keeping with its ethos (operational);
- the reputation of the College is defined by its strengths (reputation);
- the College continues to maintain sufficient financial resources to meet ongoing operational and strategic objectives (financial stability);
- the College safeguards the security, integrity and availability of its information systems (data security);
- the College is aware of and compliant with all relevant laws, regulations, codes, policies and procedures (compliance).

As an accommodation service which, from time to time, houses young people under 18 years of age, Grace College is committed to providing a welcoming and safe environment for all persons, and especially for young people under 18 years of age. Grace College has a particular commitment to providing a safe place where young people will be cared for, nurtured and sustained. Such an environment will be free from any form of harm—physical, sexual, emotional, psychological, or spiritual. This commitment is demonstrated through:

- appropriate selection, equipping and supervision of staff and voluntary workers (including student leaders), and contractors;
- clear and appropriate guidelines for managing health, safety and environmental issues; and
- a clear risk management strategy.

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The College operates within the legislative and regulatory environments of the state of Queensland and the Commonwealth of Australia.

The College works to comply with the relevant codes of practices of WorkCover Queensland and Safe Work Australia; and with relevant Australian and international standards.

As a not-for-profit incorporated entity affiliated with The Uniting Church in Australia (UCA) (Queensland Synod) and The Presbyterian Church of Queensland (PCQ), Grace College is committed to upholding the Christian values and ethos of these two churches.

As a residential College affiliated with The University of Queensland, Grace College seeks to operate consistently with the policies and procedures of The University of Queensland.

As a participant in the inter-college community on the St Lucia Campus of The University of Queensland, the College accepts the intercollegiate policy agreements between Heads of Colleges affiliated with the University of Queensland.

As a member of the Colleges' Information Technology Group (CITG), the College will work within the agreed policies of that organisation.

Grace College is committed to ensuring that all residents, staff, contractors, voluntary workers and visitors to the College act in a manner which is consistent with its policies.

## **Aims and Objectives (Code of Conduct)**

In its commitment to the wholeness and well-being of each person associated with the College, Grace College actively:

- encourages behaviours and actions which promote respect and consideration towards all persons associated with the College including residents, staff, contractors, voluntary workers and visitors, as well as the community and the environment in which the College is located; and
- discourages behaviours and actions that do not produce a positive, safe and respectful work, study and living environment.

Such encouragement and discouragement occurs through the adoption, implementation, and regular review and revision of policies and procedures.

Grace College's Risk Management Strategy seeks to eliminate risks so far as is reasonably practicable, and if it is not reasonably practicable to eliminate them, to minimise the level of those risks so far as is reasonably practicable. That Risk Management Strategy involves:

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- identification of hazards which give rise to risk;
- assessment of risks that may result due to hazards;
- decision-making concerning appropriate control measures to prevent or eliminate, or minimise the level of those risks;
- implementation of risk control measures;
- monitoring and review of risk control measures;
- consultation with all stakeholders concerning all aspects of the College risk management strategy.

## **Responsibilities**

Grace College recognises that risk management is the responsibility of everyone in or associated with the College.

## **Management**

Within that collective responsibility, Grace College governance and management personnel have the overarching accountability for ensuring the effective management of risks.

The Grace College Council is responsible for determining policy and ensuring that appropriate management protocols are in place to guarantee this accountability. The College Management Team, led by the Principal, is accountable for the implementation of the College Risk Management Policy and the procedures which arise from it.

Governance officers and management personnel must exercise **due diligence** to ensure that all activities of the College comply with the relevant legislation, regulation, codes of practice, affiliate policies and guidelines. Due diligence includes taking all reasonable steps to:

- gain an understanding of the hazards and risks associated with College operations;
- ensure that the College has and uses appropriate resources and processes to eliminate or minimise risks.

Reasonable steps include:

- conducting risk management consultations with stakeholders;
- investing time and money in risk management issues, programs and processes;
- ensuring risk management responsibilities are clearly understood by all residents, staff, contractors, voluntary workers and visitors.

## Residents, Staff, Contractors, Voluntary Workers & Visitors

It is the personal responsibility of all residents, staff, contractors, voluntary workers and visitors to:

- familiarise themselves with the College Risk Management Plan;
- follow the Risk Management Plan in planning and organising all College activities;
- act in ways that promote a positive, safe and respectful work, study and living environment;
- act in ways that eliminate or minimise risk so far as is practicable.

## Risk Management Strategy

### Definitions

**Hazard** means a situation or thing that has the potential to harm a person, a community, the enterprise or the environment. Hazards at work may include noisy machinery, a moving forklift, chemicals, electricity, working at heights, a repetitive job, bullying and violence at the workplace. Hazards within a community may include anything that has the potential for physical, psychological, emotional abuse or neglect, or sexual abuse or exploitation. Enterprise hazards include areas of management that may not be properly overseen.

**Risk** is the possibility that harm (loss, death, injury, illness) might occur when exposure to a hazard occurs.

**Harm** is any detrimental effect of a significant nature on a person's or a community's physical, sexual, psychological, emotional, or spiritual wellbeing; the enterprise's ethical, operational, reputational, financial, information and compliance integrity; or the environment's ongoing sustainability.

**Risk management** means identifying and assessing all potential sources for harm, and taking steps to eliminate or minimise the likelihood that any harm will occur.

**Risk control** means taking action to eliminate risks so far as is reasonably practicable, and if that is not possible, minimising the risks so far as is reasonably practicable. Eliminating a hazard will also eliminate any risks associated with that hazard.



Deciding what is **'reasonably practicable'** to protect people from harm requires taking into account and weighing up all relevant matters, including:

- the likelihood that the hazard or risk concerned will occur;
- the degree of harm that might result from the hazard or risk;
- knowledge about the hazard or risk, and ways of eliminating or minimising the risk;
- the availability and suitability of ways to eliminate or minimise the risk; and
- after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.

## **Central Focus**

The central focus of the Grace College Risk Management Strategy is the creation and maintenance of a healthy, safe and friendly environment for all those associated with the College, and especially for children and young people under 18 years of age.

## **Risk Management Process**

In line with the Australian and New Zealand Standard for Risk Management AS/NZS ISO 31000:2009, the Grace College Risk Management Process involves seven elements:

### **1. Consideration of Context**

- a. Clarification of aims and objectives for College operations and activities.
- b. Identification of the environments (physical, sexual, psychological, emotional, spiritual; ethical, operational, reputational, financial, information, compliance) in which those operations and activities will occur.

### **2. Identification of Risks**

- a. Determination of risks to achievement of aims and objectives.
- b. Identification of sources of risks and types of potential harm.

### **3. Analysis of Risks**

- a. Determination of likelihood of risks and magnitude of consequences.

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## 4. Evaluation of Risks

- Identification and exploration of possible options for elimination or minimisation of risks.
- Assessment of level of acceptable risk given costs and benefits to identified aims and objectives.

## 5. Treatment of Risks

- Selection of most feasible and cost-effective options for eliminating or minimizing risks.
- Development of strategies for implementation of selected options.
- Implementation of risk elimination or minimisation strategies.

## 6. Review and Revision of Risks and Control Measures

- Re-consideration of context and potential risks.
- Re-analysis of risks and potential control measures.
- Review of risk treatment strategies.
- Implementation of results of re-consideration, re-analysis and review.

## 7. Communication and Consultation

- Building commitment within the College to the Risk Management Plan.
- Using the collective wisdom of those associated with the College to identify potential risks and options for elimination or minimisation of risks.
- Ensuring that any incidents are reported, recorded, and analysed with identified risks addressed.
- Continuing training and instruction in safe work and operational practices for residents, staff, contractors, voluntary workers and visitors.

## Risk Management Analysis

Risk management analysis is conducted using the risk assessment matrix adopted by The University of Queensland:

Likelihood	Almost Certain	-S	-S	S	-H	-H	H	H	S	S	S
	Likely	-S	-S	-H	-H	-M	M	H	H	S	S
	Possible	-S	-H	-H	-M	-L	L	M	H	H	S
	Unlikely	-H	-H	-M	-M	-L	L	M	M	H	H
	Rare	-H	-M	-L	-L	-L	L	L	L	M	H
		Extreme Negative	Major Negative	Moderate Negative	Minor Negative	Insignificant Negative	Insignificant Positive	Minor Positive	Moderate Positive	Major Positive	Extreme Positive
		Negative Consequences					Positive Consequences				

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## Risk Management Registers

The College maintains a number of registers and information systems related to risk management:

- Overall Operations (see Risk Management Matrix below)—a comprehensive survey of normal College operations, the risks associated and the means of addressing those risks;
- Emergency & Evacuation—record of fire equipment (including testing), fire and evacuation training, and evacuation drills;
- StarRez residential accommodation booking and tracking system;
- Confidential Medical/Health Information (including food allergies) for residents;
- Student Resident Contracts that include Authority to Participate in College activities by Parents/Guardians of Minors who are residents and a Code of Conduct;
- *Student Resident Handbook*;
- Short Stay Guest Contracts outlining services and responsibilities;
- *Short Stay Guest Handbook*;
- Blue Card—record of staff and volunteer blue cards (Positive Notice for Child-Related Employment);
- Events—management plans for specific College events, particularly those involving a liquor licence, amusement rides/activities, physical activity (other than UQ Sport-supervised sports), hired equipment, loud noise, and/or ticket sales;
- Gym Registration—record of consent to in-house gym rules by residents;
- Incidents—reports of incidents resulting in injuries and immediate responses;
- Induction & Training—record of induction and training for staff, voluntary workers and residents;
- Complaints—record of complaints made and actions taken;
- Financial Management Record and Reporting System;
- Visitors' and Contractors' Sign-In Books;
- Maintenance Requests;
- Residents' Overnight Sign-Out Book

Relevant forms are available for most registers and systems.

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## Risk Management Matrix

Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
1	Personal Safety & Security	To continue to provide a safe and supportive community for all our residents, visitors, volunteers, staff and contractors.	Risk of adverse incidents affecting the personal safety and security of anyone associated with the college including assault, harassment, bullying, cyber-bullying, and the effect that such incidents may have on reputation and long-term viability.	-M	Council Governance & Risk Management Committee including staff and student leaders Emergency & Critical Incident Management Plan including Emergency Control Organisation (ECO) and Critical Incident Management Team (CIMT) Staff, Volunteer & Resident Induction Programs Student Leader P-Week incorporating training such as Fire Warden, Mental Health First Aid Permanent Staff & RAs trained in Senior First Aid Relationship with UQ Health Care for assistance with health incidents Annual Flu Vaccination Program Extensive Orientation Week program including Police Talk, Alcohol Awareness, Consent & Respectful Relationships Education. External College Perimeter Security Fencing & Electronic Access Visitor & Contractor Sign-In Systems CCTV Around Perimeter of College Contractor Oversight by relevant Managers & other staff Social Event Security Protocols	Inclusion of Personal Defence Training for P and/or O Weeks Car & Driver Policy Whistleblowing Policy

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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
					Selection, Training & Supervision Processes for Staff, Volunteers and Student Leaders Personal Formation Program including health & wellbeing sessions Liquor Licensing Protocols for Social Events Alcohol, Tobacco & Drug Policy Behaviour Management Guidelines Management of Inappropriate Conduct Policy Sexual Misconduct Policy Grievance Policy Social Media Policy Privacy Policy Registers for Incidents, Complaints, Inductions & Training Police Checks for Permanent Staff & Adult Volunteers Blue Cards for all Staff and Volunteers inc. Student leaders Dog Management Program	

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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
2	Work Health & Safety	The College provides residents, staff, contractors, voluntary workers and visitors with a safe and healthy environment.	Compromise of safety standards through breakdown of machinery or monitoring systems, lack of staff awareness or action, lack of appropriate training or induction, accident or other adverse event.	-M	(See Above Also) WHS Policy Inductions for Staff, Volunteers & Residents Hygiene Programs Annual Fire & Evacuation Training 6-monthly Fire Drill First Aid & RSA Training Mental Health First Aid Training for student leaders P-Week & O-Week Training Student Resident Handbook Short Stay Guest Handbook Regular Staff Training Weekly Managers' Meetings Resident Assistant Manual End of Year Leaders' Training Training Register Employee Assistance Program (EAP) Psychology Assistance Program for Residents Regular Maintenance Plan Regular Safety Audit Plan Documentation of Buildings & Plant Room Audits & Inventories Maintenance Request Process Wildlife Removal Process	Employee Manual Volunteer Manual

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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
3	Operational	The College maintains high standards of accommodation, meal provision, and other residential support systems in keeping with its ethos.	Breakdown of any management, work or support system due to lack of appropriate knowledge, training, supervision, support or other resources, including the loss of key personnel, the ongoing deterioration of current building & plant, the retention of student, the sustainability of leadership systems, relations with UQ and other colleges, and the effects of UQ's Student Residences Project.	-M	Strategic Plan Master Plan Capital Expenditure Budget Ongoing conversations between UQ & Residential Colleges Management Structure including Business Manager Opportunities for Direct Contact between Council members and residents Policy Development & Review Program Variety of Workplace Systems (in process of being documented) Workplace Induction & Training Programs as outlined in WHS risk Facilities Manager with Regular Maintenance Checks and Oversight of Contractors Continuing Development of Marketing Plan Continuing Development of Staff & Student Leadership Training & Development Programs Participation in joint Colleges activities, e.g. Inter-College Council, Heads of College. Collaboration with UQ, e.g. Marketing, Student Services, FrOTH Precinct Group.	Continuing development of College Operations Manual Memorandum of Understanding between College and Student Club



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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
					Use of ancillary business opportunities such as conferences and short stays to support core business.	
4	Financial Sustainability	The College continues to maintain sufficient financial resources to meet ongoing operational and strategic objectives .	Financial instability and uncertainty due to changes in revenue and expenditure caused by intention, accident or other adverse event.	-M	Strategic Plan Master Plan (including proposed alternative income streams) Council Treasurer Council Finance & Audit Committee Marketing Strategy Delegations Policy Purchasing Policy Investment Policy Short Stay Strategy Conference Tender Strategy Business Manager (fulltime) Relevant Consultants Annual Audit Annual Report Monthly Reports Monitoring by Principal Provisions for GST and Staff Leave Liability	Fundraising Strategy
5	Data Security	The College safeguards the security, integrity and availability of its data systems.	Loss of data through mishap or deliberate damage; and inappropriate release of data.	-M	Participation in College Information Technology Group (CITG) systems Privacy Policy Cyber Insurance	Staff protocols for information storage and security College specific Cyber policy

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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effected
6	Reputation	The reputation of the College is defined by its strengths.	Loss of reputation through mishap, misinformation, deliberate damage, including the risks of financial instability	-M	Emergency & Critical Incident Management Plan Work with Consultants on Developing & Managing Media Communications Social Media Policy Treatments Related to Safety & Security, Work Health Safety, Operations and Financial Stability.	Strategy for Handling Media Communications Needs to be Documented Memorandum of Understanding between College and Student Club
7	Compliance	The College is aware of and compliant with all relevant laws, regulations, codes, policies and procedures.	Non-compliance due to lack of knowledge, resources or planning.	-M	(See Above Also) Regular revision of Risk Management Plan Ongoing development of Maintenance Plan Fire Safety Audit Program Staff Professional Development on legislation and regulatory changes	Continuing development of College Operations Manual including audit schedules
8	Environmental	The College ensures that the operations and activities of the College do not place the local community or College surrounds at risk of injury, illness, harm or damage.	Detrimental effect on environment due to lack of knowledge or planning, mishap or deliberate damage.	-M	Monitoring of water, electricity and gas usage Transition to LED lights Workplace Induction & Training Program as outlined in WHS risk Ongoing consideration of environmentally friendly options (e.g. solar, grey water)	Environmental Audit

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Priority	Risk Category	Management Objective	Description of Risk	Level of Risk	Risk Treatments in Place	Risk Treatments to be Effectuated
9	Ethics & Integrity	The College and those associated with the College act ethically and with integrity in all College-related matters.	Ethical misconduct by staff, residents, voluntary workers in the course of College activities.	-S	College Values Statement College Constitution Council Charter & Handbook Student Resident Handbook Resident Contracts P-Week & O-Week Training Weekly Managers' Meetings Mid-Year Staff Team Building Regular Staff Training Workplace Inductions for Staff, Volunteers & Residents Training Register Supervision Structure Resident Assistant Manual Pre-Application Student Leadership Training End of Year Leaders' Training Mid-Year SLT Team-Building	Employee Manual Memorandum of Understanding between College & Student Club
10	Catastrophe	The College is prepared for responding to any major disaster in order to ensure business continuity.	Large scale natural or manufactured disaster, e.g. cyclone, fire.	-M	Emergency & Critical Incident Management Plan Business Continuity Plans (to be collated) Comprehensive Insurance Policies Evacuation Systems	Collation of Business Continuity Plans

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## Document Control

### Version

This document is Version 2111 of the Grace College Risk Management Plan.

This Risk Management Plan supersedes any other policies and documents previously issued by Grace College in relation to risk management (including in relation to the safety of children and other vulnerable persons).

Date of last review by Governance & Risk Management Committee:  
21 November 2019

Date of last review by College Council: 12 October 2020

Chairperson: Wendy Devine (Mrs)

### Availability

This document is available as part of the *Grace College Operations Manual* which is kept on the College website for public access; and on the internal computer network for staff access.

Printed copies are available in the following locations:

- in all Managers' offices;
- in the Foyer office;
- on each accommodation floor in each wing in the common area; and
- in the suite of the Senior Resident Assistant.

A printed copy is also provided to the Grace College Student Club Executive through their President.

### Record of Versions

The following table of versions records the history of the issuing of this document. It is updated with every amendment of the document.

Versions are numbered by year and month (i.e. April 2013 is 1304).

Version	Revision Details	Sections Affected	Revised by	Reviewed by Principal	Reviewed by Council
1305	Initial Issue of RMP	All	Monro		29 July 2013
1307	Minor Corrections Following Council Endorsement 130729	All	Monro	16 August 2013	N/A

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<b>Version</b>	<b>Revision Details</b>	<b>Sections Affected</b>	<b>Revised by</b>	<b>Reviewed by Principal</b>	<b>Reviewed by Council</b>
1411	Corrections of wording in relation to availability, privacy, child safety. Update of office bearers, insurance.	Availability; Organisation Details; Insurances; Relevant Legislation etc.; Risk Management Policy Statement; Safety Roles - Council	Monro	18 November 2014	N/A
1606	Update of office bearers, insurance, staff members, safety structure	Availability; Organisation Details; Insurances; Relevant Legislation etc.; Risk Management Policy Statement; Safety Roles - Council; Risk Management Matrix	Monro	16 April 2016; 3 June 2016	2 May 2016 (Workshop) 6 June 2016 (Meeting)
1711	Minor Corrections in relation to personnel and insurance policies	Personnel listings	Monro	6 November 2017	N/A
1807	Minor Corrections in relation to personnel	Personnel listings	Monro	30 July 2018	N/A
1911	Separation of WHS Policy from Risk Management Plan; Reconsideration of priority risks; Update of mitigation measures and other details including insurances and personnel	All	Monro	11 April 2019; 1 August 2019; 21 November 2019	2 December 2019
2010	Noting of GST and Staff Leave Provisions in Balance Sheet; Personnel	Risk Management Matrix; Organisation Details	Monro	20 November 2020	12 October 2020
2111	Re-branding; Personnel updates	Formatting Organisation Details	Monro		

## **Issue Protocols**

When a new version of this document is issued:

- all printed copies of the previous version will be withdrawn from access at the College;
- a printed copy and an electronic copy of the previous version will be archived;
- any annotations on printed copies of the previous version will also be archived;
- the new version will be stored on the network and the website; and
- printed copies of the new version will be issued as deemed appropriate by the Principal.

**Appendix 1: Unimutual Certificate of Entry**

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**Appendix 3: WorkCover Certificate of Currency**

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## **Appendix 4: Risk Management Forms**

Event Planner

Event Management Plan

BYO Event Planner

Visiting Leader/Speaker Request

Event/Shift Blue Card Register

Non-Restricted Person Declaration