RISK MANAGEMENT POLICY

POLICY STATEMENT

The College is committed to identifying, managing and mitigating risk by taking reasonable care and avoiding any acts or omissions that could reasonably be foreseen to result in harm.

The Risk Management Policy establishes the Colleges commitment and communicates its expectations on the management of Risk across all activities, within a defined risk appetite and in an environment of continuous improvement, ensuring its responsiveness to the changing needs of the College.

Risk Management at Salesian College is underpinned by a practical, structured framework. The College will ensure an effective and integrated risk management approach to the identification, assessment and management of risk, including both negative and positive impacts on the College. The Risk Appetite Statement, established by the Salesian Board, will guide and direct all decision-making regarding risk management. Risk management will be analysed, assessed, monitored and reported, and risk that falls outside of the College's Risk Appetite will be escalated. This approach will support and safeguard the College meeting its overall strategic objectives.

POLICY SYNOPSIS

The College's Risk Management Policy provides the foundations and organisational arrangements for designing, assessing, analysing, implementing, monitoring, reviewing and improving risk management at the College.

The Policy outlines overarching principles, accountabilities, risk management tools and coordinated activities to manage risk.

VERSION CONTROL

Prepared by	Risk and Compliance Manager
Version	3.0
Approved by	Salesian College Board
Approval date	November 2025
Next review	2027

ISSUE HISTORY

Date Modified	Modified by	Version	Details
July 2023	Risk & Compliance Manager	1.0	Annual review and updates to ensure the college has a clearly articulated and consistent risk management approach
Nov 2023	Risk & Compliance Manager	2.0	Approved by the Board, Salesian College.
October 2025	Risk & Compliance Manager	3.0	Cyclical Update – incorporates information on Ris Wizard – Risk Register.

RATIONALE

This policy ensures a consistent process for the identification, assessment, treatment and monitoring of risk across the college and is consistent with the International Standard for Risk Management (AS/NZS ISO 31000:2018) and the College's Risk Management Framework.

The objectives of this policy are to:

- outline the college's approach to risk management.
- align the College's risk management with best practice ISO 31000:2018 *Risk management Guidelines.*
- define and provide a clear understanding for all staff of their roles, responsibilities and authorities for managing risk.
- ensure proactive rather than reactive management.
- enable confident and rigorous decision-making and planning.
- ensure the development of a more risk-aware culture through enhanced communication and reporting of risk.
- enable the identification of opportunities and threats.
- build stakeholder confidence and trust.
- ensure compliance with relevant legislation.
- ensure effective allocation and use of resources.

PRINCIPLES

The College applies the following principles to risk management.

Risk management:

- creates and protects value.
- is systematic, structured and timely.
- accounts for human and cultural factors.
- promotes a positive risk-aware culture.
- is responsive to change.
- is integrated into processes and decision-making.
- is transparent and inclusive.
- leads to continuous improvement.

SCOPE

This policy applies to Salesian College and all its activities to ensure a clear and transparent approach to managing risk.

The Leadership Team and College Board have a particular role in the management of risk at the College, outlined in the roles and responsibilities section of this policy.

DEFINITIONS

Consequence	The outcome of an event affecting the objectives.
Control	Mitigating process implemented and performed with the aim to reduce or modify risk.
Control Adequacy/ Effectiveness	The measure of control effectiveness including poor, unsatisfactory, satisfactory, good or excellent.
Control requirements	Control level needed based on residual risk and with consideration to risk appetite.
Inherent risk	The risk level without consideration to any existing set of controls or assessed level of untreated risk.

Likelihood	The chance of something happening.
Monitoring	The continual checking: critically observing or determining the status in order to identify change from the appetite/tolerance level required or expected.
Recording and reporting	Involves documenting and reporting the outcomes of the risk management process to relevant stakeholders, ensuring that risk exposures are understood and managed.
Residual risk	Risk rating after considering current internal controls in place, these being effective, documented and clearly communicated
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected and can be either positive or negative.
Risk analysis	The process to comprehend the nature of risk and to determine the level of risk.
Risk appetite	The level of risk that the college is willing to accept while pursuing its objectives, and before any action is determined
Risk assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk evaluation	The process of comparing the results or risk analysis with risk criteria to determine whether the risk and its magnitude are acceptable or tolerable.
Risk identification	The process of finding, recognising and describing a risk
Risk management	The culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects
Risk management framework	a set of references and tools that decision-makers rely on to make decisions about how to manage risk.
Risk management policy	Outlines the set of components that provide the foundations and arrangements for identifying assessing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Risk Profile	The description of overarching College risk categories, their contributing factors, risk assessment, current controls and resources, along with residual risk and ongoing control requirements to ensure risk appetite is maintained.
Risk management process	The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Risk owner	The person or entity with the accountability and authority to assess, manage and evaluate a risk.
Risk rating methodology	Risk is assessed and rated based on the risk rating methodology using the consequence likelihood matrices: 1. Likelihood rating for risk occurring – this is an assessment of the potential frequency of occurrence 2. Consequence rating for risk occurring – this is an assessment of potential people, financial, reputation, compliance or business process/system impact. The inherent risk rating is based on the level of likelihood and consequence without reference to known management controls and mitigating processes already in place.
Risk Register	Annual register of newly identified risks, including risk description, owner, risk assessment and current controls, along with planned risk treatment plans based on residual risk and adequacy of controls.
Risk treatment	Improvement or development or new controls that must be implemented to reduce risk priority to an acceptable level in alignment with risk appetite. Treatments are proposed actions that will modify the risk in a way to reduce either its likelihood or its consequence, sometimes both. (modify risk).

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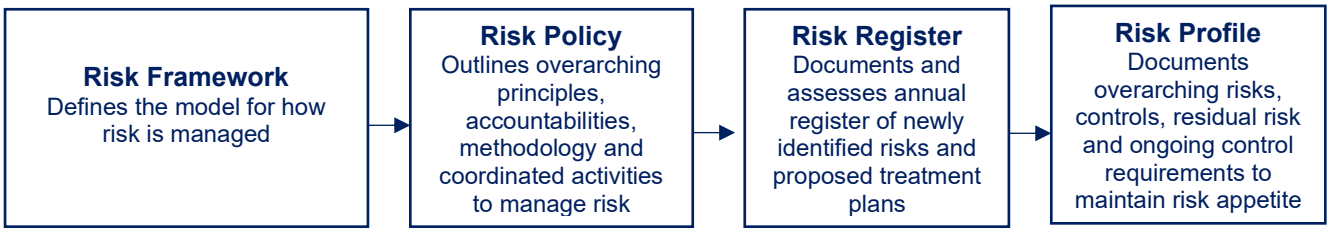
POLICY

RISK FRAMEWORK

Salesian College, through the governance of the Salesian Board, will ensure risk management is an integral part of the management process to support the College to meet its overall mission and strategic objectives. The College's management of risk is articulated through four integrated and key documents/tools:



The College recognises that building a risk management framework takes commitment and resources. The effectiveness of risk management will depend on its integration into the governance of the organisation. This framework relies on leadership and commitment and is built around the five risk management elements of integration, design, implementation, evaluation and improvement.

The Risk Profile is reviewed annually, and updated according to newly identified risks, and effectiveness of implemented treatment plans outlined in the Risk Register.

RISK CATEGORIES

To effectively manage risks, the College ensures risks are clearly identified and their impact can be measured. To assist with this, risks are grouped together in categories. Risk categories are based on the type of risk, its source, and how it will be managed. Key differentiation is between Strategic Risk and Operational Risks.

Strategic risks: Strategic risks are future-focused and are the risks that may prevent the College from achieving its strategic objectives. These risks are aligned to the strategic plan.

Operational risks: Operational risks are those that may impact the College in achieving its priorities, prevent the College from delivering on the targets set by its annual action plan or compromise the delivery of education services. Operational risks include operational, financial, legal, human resources and information technology.

The College has seven risk areas including:

1. Strategic – relating to meeting long term organisational plans and effective use of resources at the College

2. Child safety – related to protecting students from child abuse and meeting the Child Safe Standards requirements
3. Operational – relating to effectively operationalising the strategic goals
4. Financial – relating to the ability to manage and fulfil financial obligations and remain viable
5. Human Resources – relating to identifying and managing potential employee related risks to the College
6. Legal – relating to the unintentional or negligent failure to meet regulatory requirements or contractual requirements
7. IT – relating to hardware or software failure, human error, natural disasters or security risks

Each risk category contains one or more risks (see Appendix 1 for list of the College's risks).

Emerging risks: Emerging risks are newly developing or changing risks which may have an impact on the College. Typically, emerging risks are difficult to identify, quantify and evaluate. Characteristics of emerging risk are often described as having a high level of uncertainty, and lacking consensus and agreement. They are difficult to communicate and assign ownership, often systemic and part of operational practice. The key to managing emerging risk is to have a structured approach to considering, discussing and mapping them.

This category of risk is tabled at Board meetings for Directors to identify, discuss and scrutinise emerging risks that could impact the College in regard to legislative, regulatory and major operational changes.

RISK APPETITE AND TOLERANCE

Risk Appetite is the amount and type of risk the Salesian Board is willing to accept in pursuit of the objectives of the College and is determined by the boundaries or tolerances of risk that are not acceptable. Risk appetite is expressed through the College's governance structure, legal and regulatory requirements, strategic action plans, and through policies and procedures. Risk appetite is reviewed annually and endorsed by the Board. (See Appendix 2 for the College's Risk Appetite statement for each risk category).

RISK ESCALATION

Risks identified by risk owners that are rated as high or critical must be reported to the Principal and have treatments plans in place to reduce the level of risk. This includes where there is an identified increase in risk rating for existing risks due to emerging risks, failures of controls or operational changes.

The Risk and Compliance Manager will report all high and critical risks to the Child Safety, Risk and Compliance Board Committee. The Child Safety and Compliance Board Committee reports to the Board, determining and or endorsing if further treatment plans are required to mitigate the impacts of the risk. Risks must be escalated when they fall outside the relevant risk appetite as per the Risk Appetite Statement.

RISK PROCEDURES

This Procedure outlines how the College will operationalise the management of risk and should be read in conjunction with the Salesian College Risk Framework.

Coordination and communication

Risk management activities are implemented and coordinated by the Principal, or their delegate. This includes communication of advice, guidance and support across the school.

Risk management tools

The College uses a number of tools to document, assess and manage risk.

- **Risk Assessments**

All college activities (incursions, excursions, camps and events) are outlined using respective forms within Knowledge Base (college staff Intranet) and submitted for approval. Each activity requires the coordinator to develop a risk assessment, document hazards and rate their consequences and likelihood, along with risk control actions taken to reduce risks identified. (See Appendix 3 for Risk Assessment template). Please note, for college-based activities, control adequacy and residual risk is not assessed.

Activity coordinators are required to share the risk assessment with all participating staff to promote and ensure hazard awareness and the implementation of risk control actions.

- **Risk Register**

Throughout the year, newly identified risks are entered into the College's Risk Register. In July 2025 all-risk data was uploaded into Risk Wizard Platform. The risk management activities within the Risk Register support the annual review and update of the overarching College Risk Profile. The Risk & Compliance Manager maintains the risk register and reports biannually to the Child Safety & Risk Committee and annually to the Board, Salesian College Chadstone.

- **Risk Profile**

The Principal will work with risk owners to develop risk profiles for each risk category. The College's Risk Profile outlines contributing factors for each risk category, along with a risk assessment, taking control adequacy and ongoing control requirements into consideration to ensure strategic priorities and risk appetite are met.

The Risk Profile is reviewed annually, or more frequently as required dependant on residual risk rating, effectiveness of controls, risk changes or strategic milestones.

Risk assessment and treatment processes

College risks will be assessed and managed based on the best practice risk management framework stipulated in ISO 31000:2018 Risk Management Guidelines.

The key elements of the risk assessment and treatment process are:

- **Establishing the context**

The College considers both external and internal factors when identifying and managing risks associated with the achievement of strategic and operational matters.

- **Risk identification**

Risk identification involves identifying risk sources, areas of impacts, events, causes and possible consequences on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of objectives. A range of tools and approaches may be used to determine and identify potential risks including:

- team-based brainstorming with experienced staff
- environmental scanning
- annual strategic planning
- examination and analysis of past reports, trends and incidents
- regular internal and/or external compliance reviews
- internal and/or external audit.

When a risk is identified, it is entered into the Risk Register, and a risk owner is assigned by the Principal, or delegate. The risk owner must assess risk, controls and treatment measures in accordance with the Risk Assessment process. Where treatments are required, the risk owner is required to ensure the treatment is completed within required timeframes and existing business procedures and processes are updated accordingly.

- **Risk analysis**

Risk analysis entails the consideration of the range of causes, sources of risk, consequences and likelihood of producing an inherent risk rating. Current control adequacy is then measured against inherent risk to determine residual risk. Refer to the section on Risk Rating Methodology for further guidance.

- **Risk evaluation**

The residual risk rating is used (in conjunction with the risk appetite) to identify ongoing control requirements to determine if further management is required by the College.

- **Risk treatment**

Risk treatment involves selecting one or more options for modifying and/or reducing risks, including funding and other resource considerations.

- **Risk monitoring and review**

Continual monitoring and reviewing of risks are essential to ensure risk appetite is being met by current controls and/or implementation of treatment plans. Risk monitoring is also necessary to identify any related or additional emerging risks.

- **Communication and consultation**

Effective communication, consultation and education in risk management are necessary to achieve a successful integration of the risk processes into the College. Communication and consultation need to occur throughout the whole risk management cycle.

- **Recording and reporting**

Results of the risk assessment process are recorded in the risk register during the year. Outcomes of treatment plans are used to support the review and update of the overarching Risk Profile. Results of the risk assessment process are also escalated in line with the escalation flowchart. High and critical risks are reported to the Child Safety, Risk and Compliance Committee and the Board, Salesian College Chadstone..

RISK RATING METHODOLOGY

Risk will be assessed and rated based on the risk rating methodology outlined in Risk Assessment Criteria within the Risk Register (see Appendix 5) This considers two elements of risk:

1. Consequence rating for risk occurring – this is an assessment of potential people, financial, reputation, health & safety, operational, compliance or business process/system impact.

2. Likelihood rating for risk occurring – this is an assessment of the potential frequency of occurrence without reference to known management controls and mitigating processes.

The level of inherent risk assessed is based on the level of likelihood and consequence. The inherent risk rating is equal to Consequence + Likelihood.

CONTROL ADEQUACY

The mitigating processes and current controls associated with the inherent risks are assessed to determine the control effectiveness rating (see Appendix 6):

Poor - No system or process exists to manage the risk.

Unsatisfactory - The system and process for managing the risk have been subject to major change or is in the process of being implemented and its effectiveness cannot be confirmed.

Satisfactory - Systems and processes exist to manage risk. Recent changes in operations require confirmation that accountabilities are in place and understood and that the risk is being actively managed.

Good - Systems and processes exist which manage the risk. Some improvement opportunities have been identified but not yet actioned.

Excellent - Systems and processes exist to manage risk and management accountability is assigned. The systems are well documented, and the system is effective in mitigating the risk.

RESIDUAL RISK, CONTROL REQUIREMENTS AND TREATMENT PLAN

The residual risk is the level of risk that remains within the College after consideration of all existing mitigating practices and adequacy of controls. The combined inherent risk rating and control effectiveness are assessed to provide the residual risk rating (see Appendix 6).

The residual risk matrix indicates whether further controls are required to ensure the risk is being managed appropriately, and to ensure risk management is aligned to the College's tolerance and risk appetite (see Appendix 6).

Control requirement ratings include:

No Major Concern (NCM) - Risks where systems and processes managing the risk are adequate. Consider excess or redundant controls.

Periodic Management (PM) - Periodic Monitoring: Control is not strong, but risk consequence is not high. Options to improve control or monitor risk consequence to ensure it does not increase over time.

Critical Control (CC) - Control Critical: Control is adequate, continued monitoring of controls to confirm this, i.e. at least quarterly.

Active Management (AM) - Risks where current control options require preparation, active review and management on an ongoing basis.

Risk owners are required to develop and implement treatment plans in response to the control requirement rating and in alignment with the risk appetite. Options for risk treatment include:

- Reduce – reduce the risk level by applying additional treatments until the risk level is acceptable
- Share - if practical, share the risk through outsourcing or insurance
- Terminate - cease the activity/project
- Accept – risk acceptance requires appropriate authority

RISK MONITORING, REVIEW AND REPORTING

Risk owners must review and update their risks within the risk register at least every three months to ensure all current and emerging risks are captured, controls identified, and risk treatment plans are implemented effectively. This activity is coordinated by the Risk and Compliance Manager.

Risk owners must provide an update to the Principal or delegate on all major risks within their areas including progress updates on treatment plans. Major risks are risks with high or critical risk rating, which require active management or critical control (see control requirements in Appendix 5).

High and critical risks are reported to the Child Safety, Risk and Compliance Board Committee. The Child Safety and Compliance Board Committee reports these risks to the Board. Results of the risk assessment process are escalated in line with the escalation flowchart where necessary.

The Principal or delegate will monitor the College Risk Register to identify new and updated risks and will coordinate action as appropriate.

The outcomes of implementing treatments from the Risk Register are used to undertake the annual review of the overarching Risk Profile. If implemented treatments become ongoing controls, these are included in the risk profile, followed by control adequacy, residual risk and control requirements being re-assessed.

RESPONSIBILITIES

The table below provides an overview of key roles and responsibilities pertaining to risk management at the College, as approved by the Salesian Board, which has ultimate accountability.

Salesian Board	• Develop and annually review appetite statements for each category of risk at the College. • Support the identification of emerging risks that threaten or provide opportunity to meet the mission and strategic objectives of the College. • Provide oversight and governance for risk management at the College
Principal (and/or delegate)	• Contextualise and implement the Risk Framework and Risk Management Policy at the College • Develop and maintain the Risk Management process for managing risk at the College • Delegate roles and responsibilities of staff in risk management at the College • Ensure risk assessments for College activities are undertaken • Escalate critical and high rated risks to the Board • Lead and monitor positive risk culture • Sign off annual Risk Register and Risk Profile review
Business Manager and AP – Organisation and Strategy	• Oversee the improvement of risk management framework and activities across the college
Risk Owners	• Take responsibility for the identification, assessment and treatment of risks assigned to them • Communicate with and report risk management issues and treatments to relevant staff and stakeholders
Risk and Compliance Manager	• Act as risk delegate for the Principal • Maintain annual risk register with support of risk owners

	• Report required risks to Child Safety, Risk and Compliance Board Committee • Support the Principal and Business Manager to communicate risks and risk management strategies to college staff and community • Support building risk aware culture at the College
All staff	• Demonstrate positive risk behaviours and culture • Apply sound and informed risk management principles to decision-making, practices and operations • Report identified risks to the Principal or delegate • Proactively manage risks within own work area and remit. • Develop and implement risk assessments for college activities they coordinate

RESOURCES

- ISO 31000:2018 Risk Management Guidelines

RELATED DOCUMENTS

- Risk Framework
- Risk Register
- Risk Profile
- Risk appetite statement
- OHS Policy
- Child Safety and Wellbeing Policy

APPENDICES

APPENDIX 1

List of College Categories and Risks

Strategic	STR.01	Strategy does not achieve Vision, Mission and Values
	STR.02	Loss of governance framework
Child Safety	CH.01	Breach of Child safety
Operational	OP.01	Reduction of student enrolments
	OP.02	Losing or weakening reputation
	OP.03	Major incident impacting business premises
	OP.04	Insufficient capacity to provide appropriate education and service to students
	OP.05	Failure to provide a safe work/study place
	OP.06	Lack of contemporary practice in learning and teaching
	OP.07	Pandemic or Epidemic
Financial	FIN.01	Financial viability and sustainability
	FIN.02	Employee or student major fraud
Human Resources	HR.01	Recruitment and retention of appropriately skilled staff
	HR.02	Poor organisation culture
	HR.03	Industrial relation dispute
Legal	LEG.01	Breach of regulatory requirements
	LEG.02	Breach of contractual obligations
IT	IT.01	IT infrastructure failure

RISK APPETITE

Highly cautious	Cautious	Conservative	Confident
Very low tolerance for risk. Risk avoidance must be in place.	Low tolerance for risk. Reduce risk exposure when possible. Some risk taking may be necessary.	Moderate tolerance for risk where benefits outweigh risks.	High tolerance for risk. Willing to engage with risks where significant benefits exist.

Risk Category	Appetite Statement	Risk Threshold
Strategy	Salesian College is committed to living our Statement of Mission, promote our Catholic identity and ensure that Catholic education fosters the formation of each child in a way that is deeply and enduringly humanising. In order to achieve its objectives, the College must be willing to take risk. The College is willing to take a medium to high level of risk in pursuit of objectives that support and improve our College's Vision, Mission and Values. There is a low willingness to accept any risk that does not support the College's strategic objectives as outlined in our Strategic Plan.	Conservative
Child Safety	At Salesian College we are committed to acting in children's best interests and keeping them safe from harm and have a zero tolerance for child abuse. The College regards its child safety responsibilities with the utmost importance and as such, is committed to providing the necessary resources to ensure compliance with all relevant child protection laws and regulations and maintain a child safe culture.	Highly Cautious
Operational	The College has a low tolerance for any risk that might give rise to an interruption or degradation of educational and related services to our community. While the ability to support operations on a day-to-day basis is important, the College has a moderate risk appetite for change to ensure that the business has the right resources, staff capabilities and organisational structure to optimise performance in all areas. The College has a very low tolerance of any activity or issue that exposes the health and safety of our people and/or the community. A strong focus on health and safety for both our people and community is to be adopted by all staff including the identification and management of risk wherever possible. The College has a medium to high risk tolerance for activities that demonstrate value to the community that improve learning, social and wellbeing outcomes, and ongoing development that enhances student outcomes in Catholic identity. This also involves having effective and efficient information systems that support and facilitate learning.	Conservative
Financial	The College is committed to remaining financially sustainable to ensure it can continue to serve its purpose and achieve its Mission and aspirations. The College has a moderate risk appetite to ensure strong enrolment growth, while maintaining our Catholic identity. The College has zero tolerance for theft or fraud. The College is focussed on the prudent and responsible management of financial resources. The College has a low risk tolerance for financial loss or the waste of valuable resources of any kind. The College has a medium to high tolerance for financial investment in activities that support and improve our overall Vision, Mission and Values.	Conservative
Human Resources	The College has zero tolerance of any unsafe practices undertaken by its employees, volunteers or contractors. The College has a high to medium tolerance for financial investment in recruitment and onboarding/induction activities that support and improve the attraction and retention of appropriately skilled staff. The College recognises that often there is inherent risk in the work people do and the actions taken by employees, volunteers and contractors, however it is the intention and expectation of the College for staff to demonstrate and live the Catholic ethos and values of the College.	Highly Cautious
Legal	Salesian College is committed to complying with all relevant regulatory and statutory requirements. This will be achieved through strong governance and management which will shape the College's culture for compliance, ethical conduct and living our values. The College has a zero tolerance for misconduct, fraud, harassment or illegal discrimination, and non-compliant behaviour that undermines the integrity of the College. The College has a low-risk appetite for non-compliance with external regulation and statutory requirements which is informed using a risk-based approach.	Highly Cautious
IT	Salesian College has a low-risk appetite for activities or circumstances that impact our technology and cyber security, including adequate systems and processes that protect critical and sensitive data and adequate IT resources.	Cautious

Event/Excursion/Camp/Incursion Risk Assessment Template

The following is just a guide, you will need to think about the specific risks associated with your activity and detail them.

Risk	Consequences (/5)	Likelihood (/5)	Rating (Consequences + Likelihood)	**Action Taken to Reduce Risk**
1. Medical Conditions of students	5	3	8	Medical issues of students obtained from reception and appropriate measures undertaken (e.g. EpiPen collected, Insulin collected and checked). Lead First Aider assigned to oversee all areas relating to management of medical conditions.
2. Hired Facilities safety	5	3	8	Relevant information is obtained to ensure hired facilities (camps, excursion activities) have met safety requirements, including insurance certificate, emergency management procedure/plan, and risk assessments for activities run by facility.
3. Child protection	5	1	6	Activity coordinator has ensured that any person having anything beyond "incidental" contact with students has a current Working with Children Check.
4. Child safety at events	5	2	7	For events the Salesian College Event Participant Registration Procedure has been followed.
5. Public safety	5	2	7	Participating students are briefed regarding public safety, including what to do if a stranger approaches them. Adequate supervision is provided for students dependent on the nature of the activity and the associated public exposure risks.
6. Social Media Safety	4	2	6	Staff will oversee and monitor the use of any mobile devices that might be used for social media access by students. Staff will adhere to the college Social Media Policy.
7. Psychological safety	4	2	6	Staff will oversee the mental, emotional and psychological demands of the activity. Staff will supervise and monitor poor relationships with peers or fellow students around conflict and/or bullying and harassment. YLC, Oratory Teachers and/or LDOs have reviewed activity content and identified students that may need additional supports, adjustments and/or

				resources. School counsellors will be available if required. Ensure attending staff are aware of Access EAP.
8. Collisions with other vehicles and pedestrians	5	1	6	Students will enter and exit the vehicles in safe areas away from traffic. The driver will be qualified, and all efforts will help ensure the driver is not distracted when driving.
9. Unsupervised students	2	2	4	All members of staff have clearly defined roles and student expectations are set out before the event
10. Poor Food Hygiene Preparation	2	2	4	Purchase of food from trusted vendors, food types kept in storage are not perishable. Ensure hand washing facilities is available with toilets and where food is being purchased
11. Traffic	4	1	5	Be aware of other members of the public using car park, use defined crossing, when possible, ensure students are aware of hazards and strict guidelines of behaviour. Ensure good supervision with adequate ratios.
12. Transport (travel sickness, disruptive behaviour, accidents)	3	1	4	Provide a sick bucket, water, cups and paper towels. Sit those prone to sickness or disruptive behaviour at the front or with accompanying adult. Check you have written consent from parents to take the student out. Staff to maintain firm control on the bus. In case of accident etc. where students must vacate the bus etc., ensure you have a full list of each student's name and who is responsible for them, make your supervisors aware of who they are responsible for and also that the students know who they are supposed to be with.
13. Slips, trips & falls	2	3	5	Ensure that parents & carers are aware of the clothing requirements needed. All students should wear flat full toe shoes that cover their feet. Always make sure you have weather appropriate clothing as the majority of your visit will be outside and some areas are more at risk for slips and falls. All paths are concreted and mostly flat, but some have banking areas leading down to the lakes. Always ensure that you are supervising your students around these areas. If you see something that has the potential to cause injury, then you should report it to the relevant person immediately.
14. Lost Students	3	1	4	Students have clear knowledge of what is expected of them, where they are going and who to contact if they get lost. Periodically checking that the group is intact

15. Inappropriate Clothing	1	3	4	Ensure student's know about clothing requirements. Check clothing before leaving on activity
16. Extreme weather	2	3	5	Ensure appropriate clothing and water supply. Ensure contingency plan for extreme rain and storms.
17. Injury	1-5	1-5	1-10	Teacher has all relevant medical forms. Teacher has relevant First Aid equipment and training. Teacher has relevant communication details and equipment.

APPENDIX 4

Risk Register Instructions

The purpose of a school risk register is to identify, document, and manage or control risks in the school environment. It is not always possible to eliminate all risks. It is expected that the College will manage and monitor any risks and regularly review their risk assessment.

Before adding to the College risk register, the following steps need to be taken:

1. Consult with College staff, students and the school community (such as School Advisory Councils) about any risks they have identified
2. Consider risks relating to the achievement of the College's strategic and annual action plan objectives
3. Consider risks in the physical school environment, in the online school environment or relating to psychological hazards
4. Consider risks from, for example: excursions, camps, and other activities held on and off the College site
5. Consider risks that might be specific to vulnerable cohorts, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds and children with disability.

When completing the school risk register, the following steps need to be taken:

The current risk register is maintained in Risk Wizard which provides a comprehensive system of reporting of risks.

The Risk & Compliance Manager maintains the risk register and biannually review all risks (likelihood, consequence and effectiveness of internal controls) to ensure the risk are managed commensurate with the effluxion of time and changing internal controls and strategic/operational goals.

By way of illustration, the following data is collected.

1. The category and risk area (see Appendix 1)
2. Description of the risk
3. Identify risk owner - person/s responsible for managing and monitoring risk management strategies and treatments (noting that the principal is ultimately responsible)
4. Document the causes and consequences of the risk (see tables in Appendix 5)
5. Assess and rate inherent risk based on the risk rating methodology outlined in the Consequence and Likelihood rating tables with risk scores (See Appendix 5)
6. Document any existing risk management strategies (controls) that the College is already undertaking
7. Rate the effectiveness of the current controls using the controls adequacy table in Appendix 6
8. Rate the residual risk based on inherent risk and control effectiveness (see residual risk table in Appendix 6)
9. Note the required level of controls needed (see Appendix 6) to treat and mitigate the risk according to the Risk Appetite statement (see Appendix 2)
10. Ensure that high and critical risk are monitored, reviewed and reported to the Leadership Team and the Board where necessary
11. Add a date for the review of the implementation of the treatment plan.

The Principal should sign the risk register.

Risk Rating Methodology

1. Consequences

	CONSEQUENCES				
Measure	Insignificant	Minor	Moderate	Major	Severe
	1	2	3	4	5
Financial	SCC: <$200k Area: <$50k Project: as Area	SCC: $200k-$500K Area: $50k-$100k Project: as Area	SCC: $500K-$1m Area: $100k-$250k Project: as Area	SCC: $1m-$2m Area: $250K-$500k Project: 1-2 years NP/Cost savings	SCC: >$2m Area: >$500k Project: >2 years NP/Cost savings
Legal/Regulatory	No perceivable impact to SCC due to Compliance Breach.	SCC would generally be left to manage rectification activities.	SCC would generally be left to manage rectification activities with some reporting to relevant regulatory bodies.	- Imposed restrictions on ability to operate. - Significant remediation tasks imposed.	- Cancellation or suspension of licence. - Significant remediation tasks imposed as a condition to continue /recommence operations.
Reputational	No negative media coverage. Isolated dissatisfaction among students/families/staff/ industry.	Some limited negative media coverage.	Limited negative media coverage. Limited industry attention. Potential damage to SCC brand. Some loss of students/staff.	Significant negative media coverage. Significant industry attention. Requires significant remediation tasks of SCC. Damage to SCC brand. Significant loss of students/staff.	Sustained negative media coverage. - Significant industry attention. - Major remediation and change of management/board. - Major damage to SCC brand. - Large scale loss of students/staff.
Operational/ Business Continuity	No days of learning and teaching lost. Negligible business interruption with critical systems unavailable for less than an hour.	Some days of learning and teaching lost. Negligible business interruption with critical systems unavailable for up to several hours.	Numerous days of learning and teaching lost. Business interruption with critical systems unavailable for up to a day.	Numerous days of learning and teaching lost. Business interruption with critical systems unavailable for more than a day.	A week or more time of learning and teaching lost. Business interruption with critical systems unavailable for more than a week.
Health & Safety	Very minor injury or incident to student or staff (i.e. minor skin scrape).	Minor injury or incident to student or staff requiring self-medication or basic first aid.	Injury or incident to student or staff requiring attention of a trained medical practitioner or hospitalisation.	Injury or incident to student or staff causing moderate irreversible damage or disability to one or more persons.	Injury or incident to student or staff causing death or severe irreversible damage or disability to one or more persons.
Strategic	No impact on meeting strategic objectives	Negligible impact on critical objectives and mission. Impact can be managed through routine activities – recovery is short-term.	Minor impact on ability to achieve governance, accountability or strategic objective, or mission (10–25% deviation). Adjustment to resource allocation and service required to manage impact – recovery is medium-term.	Major impact on the ability to achieve governance, accountability or strategic objective, or mission (25–30% deviation). Temporary loss of critical infrastructure – medium to long-term.	Mission would not be achieved. Ongoing loss of critical infrastructure. Significant impact on ability to meet governance, accountability or strategic objective (>30%). Longevity of the College is compromised.
IT	Minor issue of little concern	Isolated case with some disruptions (<3 hours).	Interruption to services (<1 week).	Interruption to services (1 week to 1 month) or one cybersecurity-related incident.	Interruption to services including IT (>1 month) or multiple cybersecurity-related incidents.

2. Inherent Risk Rating Matrix

					Insignificant	Minor	Moderate	Major	Severe
	Probability	Historical	Measures		1	2	3	4	5
Likelihood	1:1	This event is expected to occur at least once in the next 12 months. This event has, or would have, occurred during most years. It would be unlikely that this would NOT occur.	5	Almost Certain	Medium (6)	High (7)	High (8)	Critical (9)	Critical (10)
	1:2	There is a good chance this event will occur in the next 12 months. This event has, or would have, occurred during some years recently. It would NOT be surprising if this event happened.	4	Likely	Medium (5)	Medium (6)	High (7)	High (8)	Critical (9)
	1:10	This event could occur in the next 12 months. This event has, or could have, occurred in the last 10-20 years. It would generally not be expected to happen.	3	Possible	Low (4)	Medium (5)	Medium (6)	High (7)	High (8)
	1:100	There is an outside chance this event could occur.1 in 100-year event (e.g. global scale war). Very unlikely, often unprecedented in the memory of people alive today.	2	Unlikely	Low (3)	Low (4)	Medium (5)	Medium (6)	High (7)
	1:1000	Extremely unlikely event. Unprecedented.	1	Rare	Low (2)	Low (3)	Low (4)	Medium (5)	Medium (6)

Residual risk and control requirements

To determine residual risk, rate effectiveness of current controls against inherent risk

Residual Risk Key

Low	
Medium	
High	
Critical	

Control category is represented within the residual risk rating (i.e. NMC, CC, PM or AM)

AM Active Management: Risks where current control options require preparation, active review and management on an ongoing basis.
CC Control Critical: Control is adequate, continued monitoring of controls to confirm this, i.e. at least quarterly.
PM Periodic Monitoring: Control is not strong, but risk consequence is not high. Options to improve control or monitor risk consequence to ensure it does not increase over time.
NMC No Major Concern: Risks where systems and processes managing the risk are adequate. Consider excess or redundant controls.

		ADEQUACY OF CONTROLS									
		Systems and processes exist to manage the risk and management accountability is assigned. The systems are well documented and the system is effective in mitigating the risk.		Systems and processes exist which manage the risk. Some improvement opportunities have been identified but not yet actioned.		Systems and processes exist to manage the risk. Recent changes in operations require confirmation that accountabilities are in place and understood and that the risk is being actively managed.		The system and process for managing the risk has been subject to major change or is in the process of being implemented and its effectiveness cannot be confirmed.		No system or process exists to manage the risk.	
		Adequate						Inadequate			
		Excellent		Good		Satisfactory		Unsatisfactory		Poor	
		10	9	8	7	6	5	4	3	2	1
CRITICAL	10	CC	CC	CC	CC	CC	CC	AM	AM	AM	AM
	9	CC	CC	CC	CC	CC	CC	AM	AM	AM	AM
HIGH	8	CC	CC	CC	CC	CC	CC	AM	AM	AM	AM
	7	CC	CC	CC	CC	CC	CC	AM	AM	AM	AM
MEDIUM	6	NMC	NMC	NMC	NMC	NMC	NMC	PM	PM	PM	PM
	5	NMC	NMC	NMC	NMC	NMC	NMC	PM	PM	PM	PM
LOW	4	NMC	NMC	NMC	NMC	NMC	NMC	PM	PM	PM	PM
	3	NMC	NMC	NMC	NMC	NMC	NMC	PM	PM	PM	PM
	2	NMC	NMC	NMC	NMC	NMC	NMC	PM	PM	PM	PM