

# Our Lady of the Pines Catholic Primary School Risk Management Policy



Our Lady of the Pines Catholic Primary School is a school which operates with the consent of the Catholic Archbishop of Melbourne and is owned, operated and governed by Melbourne Archdiocese Catholic Schools Ltd (MACS).

## Policy statement

MACS is committed to adopting a strategic, consistent and structured enterprise-wide approach to risk management in order to achieve an appropriate balance between realising opportunities for gains and minimising losses, and ensuring that the organisation is able to achieve its strategic objectives.

Risk management is an integral part of sound management practice and an essential element of good corporate governance and responsible stewardship, as it improves decision-making and enhances outcomes and accountability.

The MACS Board understands the importance of risk management as a major facet of good governance. In addition, this policy further assists the Board in meeting its obligations as a governing authority in accordance with child safety legislative requirements, including Ministerial Orders.

This policy applies to Our Lady of the Pines Catholic Primary School to ensure a clear and transparent approach in managing risk for Our Lady of the Pines Catholic Primary School. This policy needs to be read in conjunction with the MACS Risk Management Framework.

## Policy description

ISO 31000:2018 *Risk management – Guidelines* defines risk management as ‘coordinated activities to direct and control an organization with regard to risk’.

Risk arises in all aspects of operations at Our Lady of the Pines Catholic Primary School and at all stages within the life cycle of those operations. Risk offers both opportunity and threat, and must therefore be managed appropriately.

Risk management refers to the set of principles, framework, culture, processes and coordinated activities to direct and control an organisation with regard to the many risks that can affect its ability to achieve its objectives. It involves establishing an appropriate risk management infrastructure and culture, and applying logical and systematic risk management processes to all stages in the life cycle of any activity, function or operation. The best interests of the school community will generally exceed those of any individual.

## Policy objectives

The objectives of this policy are to:

- outline the approach of the Our Lady of the Pines Catholic Primary School to risk management
- align Our Lady of the Pines Catholic Primary School 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 school 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.

## Risk management obligations

Risk management at Our Lady of the Pines Catholic Primary School is guided by the International Standard ISO 31000:2018 *Risk management – Guidelines* and the MACS Risk Management Framework.

## Definitions

### Risk Management Framework

The MACS Risk Management Framework provides the overall framework, direction and oversight for the systematic, disciplined and consistent identification and assessment of risks (including opportunities), and for transparent and efficient management. This policy supports the MACS Risk Management Framework, which has been approved by the MACS Board. Refer to the MACS Risk Management Framework for further elaboration on the following definitions:

- the risk rating methodology, including the development of risk thresholds for defined risk consequences
- risk appetite
- how controls should be managed within defined risk thresholds
- the objectives of the risk management program.

### Risk register

All schools are required to maintain a risk register. The purpose of a school risk register is to identify, document, and manage or control risks in the school environment. It is expected that schools will manage and monitor any risks, the current controls in place, and regularly review their risk assessment and responsibility for risk management. Refer to Appendix 2 for a Sample School Risk Register (with instructions and example).

### Control

A control is a measure that modifies risk.

### Treatment

A treatment is a scheduled action that must be implemented to reduce risk priority to an acceptable level.

## Procedural principles and roles & responsibilities

The MACS Board is accountable for overseeing and monitoring the assessment and management of risk and compliance, and has obligations as the school's governing authority as stipulated in child safety legislative requirements, including Ministerial Orders.

The MACS Board is supported in its risk management role by the Child Safety & Risk Management Committee (CSRMC), which is responsible for reviews and endorses the MACS Risk Management Framework and MACS Risk Management Policy, and associated risk management documentation for approval by the MACS Board.

The management of risk aligns with the MACS risk appetite, as approved by the MACS Board.

The Principal will refer to the MACS Risk Management Framework when conducting risk management activities, in particular to 'Risk management accountability', 'Integrated risk process structure', 'Risk management tools', Appendix 1: Sample School Risk Register and Appendix 2: Principals' Delegations and Reporting.

The table below provides an overview of key activities and responsibilities pertaining to risk management at Our Lady of the Pines Catholic Primary School, as approved by the MACS Board, which has ultimate accountability:

Activities	Responsibilities
Develop the Our Lady of the Pines Catholic Primary School Risk Register	Principal will develop a school risk register using a MACS template (Appendix 2, with instructions and example)
Assist in development of the Our Lady of the Pines Catholic Primary School risk management process for assessing, evaluating and treating risk, including training for school principals, in accordance with the MACS Risk Management Framework	MACS Integrity and Assurance team to facilitate awareness raising and training sessions for Our Lady of the Pines Catholic Primary School , including principals and senior staff
Allocate roles and responsibilities of staff in risk management of Our Lady of the Pines Catholic Primary School	Principal
Identify and manage risk – perform day-to-day activities in an informed manner adhering to relevant compliance obligations, in accordance with the Our Lady of the Pines Catholic Primary School Risk Management Policy	All school staff
Manage, monitor and update the Our Lady of the Pines Catholic Primary School Risk Register, and manage school risk management programs	Principal

**Table 1: Risk management responsibilities**

## Risk management reporting requirements

The table below provides an overview of reporting requirements pertaining to risk management at Our Lady of the Pines Catholic Primary School, as approved by the MACS Board:

Role	Risk Management Reporting	Reporting Frequency
School principals	<ul style="list-style-type: none"> <li>Ensure that the school maintains and updates the Our Lady of the Pines Catholic Primary School Risk Register.</li> <li>Sign off risk management compliance attestation (Appendix 1).</li> <li>Escalate extreme and high-rated risks to the Regional General Manager.</li> </ul>	Yearly  Yearly  As soon as practicable

**Table 2: Risk management framework reporting with frequencies**

### Risk escalation and reporting guide

The table below provides an overview of the reporting escalation pertaining to risk management at Our Lady of the Pines Catholic Primary School, as approved by the MACS Board:

Risk Level	Reporting Required
Low	<ul style="list-style-type: none"> <li>The risk falls well within MACS’ acceptable level of risk appetite.</li> <li>Accountability of the risk is to be managed by the appropriate risk owner.</li> <li>The risk owner is to monitor the risk at an appropriate frequency.</li> </ul>
Moderate	<ul style="list-style-type: none"> <li>The risk falls within MACS’ acceptable level of risk appetite.</li> <li>Accountability and responsibility to be managed at a senior level or appropriate risk owner level.</li> <li>The risk may either be managed or accepted without further treatment, provided that it is at least monitored on a biannual basis.</li> <li>The risk should be integrated with staff level group plans.</li> </ul>
High	<ul style="list-style-type: none"> <li>The risk may fall outside MACS’ acceptable level of risk appetite.</li> <li>Accountability and responsibility to be managed by the relevant principal/business manager/position of leadership role. Immediate attention and response needed. The risk requires a risk treatment plan, so the risk is managed to a level that is as low as reasonably practicable based on resource and cost.</li> <li>The risk should be integrated with staff group plans. Active monitoring of the risk and risk treatments are required and must be integrated into planning reporting requirements.</li> <li>The risk should be incorporated into quarterly reporting requirements.</li> </ul>
Extreme	<ul style="list-style-type: none"> <li>The risk falls outside MACS’ acceptable level of risk appetite.</li> <li>Accountability and responsibility to be managed by the Executive Director. Immediate attention and response required, and a risk treatment plan developed to ensure there is a plan to manage the risk to a reasonable level based on resources, cost and practicality.</li> <li>The risk should be integrated with staff group plans. Active monitoring of the risk and risk treatments are required and must be integrated into planning reporting requirements.</li> <li>The risk should be incorporated into quarterly reporting requirements.</li> <li>The risk should be incorporated into the annual risk profile report, which is issued to the Executive Leadership Team, the CSRMC and the Board. If risk is uncontrolled, the escalation process should be adhered to.</li> </ul>

**Table 3: Risk management framework reporting escalation requirements**

**Policy owner**

Brendan Keeling

**Next policy review**

June 2023

# Appendix 1: Risk Management Compliance Attestation

**Principal name** Insert Principal's name

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**Year ending** Insert year

**Risk Management Compliance Attestation**

In accordance with the MACS Risk Management Framework and Our Lady of the Pines Catholic Primary School Risk Management Policy, I confirm the following:

	YES	NO	IF NO – EXCEPTION DETAILS
1. The risk management and internal control processes that relate to my school are designed and operating effectively to prevent and detect risk and error.	Select	Select	Insert description
2. The staff, consultants and other external parties working under my direction have been informed of the MACS Risk Management Framework and Our Lady of the Pines Catholic Primary School Risk Management Policy, and are aware of their responsibilities to ensure the risk management and internal control processes are operating effectively to prevent and detect risk and error.	Select	Select	Insert description
3. All known or potential material areas of risk have been reported to the Regional General Manager - Marwin Austerberry and reported in the Risk Register, including detailed risk assessment and risk treatment plans.	Select	Select	Insert description
4. Any changes in risk levels or new initiatives or projects that may expose Our Lady of the Pines Catholic Primary School to risk have been reported during the period.	Select	Select	Insert description

**Signature:** **Date:**

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## Appendix 2: Sample School Risk Register (with example)

All schools are required to maintain a risk register.

### School 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 schools will manage and monitor any risks and regularly review their risk assessment.

Before completing any school risk register, you should:

- consult with school staff, students and the school community (such as School Advisory Councils) about any risks they have identified
- consider risks relating to achievement of your objectives in your school strategic plan and annual action plan
- consider risks in the physical school environment
- consider risks in the online school environment
- consider risks from, for example: excursions, camps, and other activities held on and off the school site
- consider risks that might be specific to vulnerable cohorts, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability and international education students.

When completing any school risk register, you should:

- add any risks – strategic, operational or project – that are relevant to your school
- add existing risk management strategies (controls) that your school is already undertaking and any being developed
- choose the risk assessment ratings that apply to the risk in your school. Risk will be assessed and rated based on the risk rating methodology outlined in the 'Consequence rating table' and 'Likelihood rating table with risk scores' sections of the MACS Risk Management Framework
- choose the required level of monitoring and risk treatments (refer to 'Residual risk and risk treatment plan' in the MACS Risk Management Framework)
- identify person/s responsible for managing and monitoring risk management strategies and treatments (noting that the principal is ultimately responsible)
- ensure that Extreme and High risk are monitored, reviewed and reported to the Regional General Manager
- add a date for the next review of the risk register.

The principal should sign the risk register.

## Our Lady of the Pines Catholic Primary School Risk Register

**School:** Our Lady of the Pines Catholic Primary School

**Location(s):** 77 Carbine Street Donvale

**Responsible staff member:** Jacinta Mylonas - Student Wellbeing Leader & Learning Diversity Leader

**Approved by school principal:** Brendan Keeling

**Date reviewed:** June 2022

**Next review due:** June 2023



Risk & Description Describe the risk, including a title and a short description. <i>What can go wrong?</i>	Risk Causes & Consequences Describe the risk cause/s and consequence/s. <i>What would cause it to go wrong? (causes)</i> <i>What are the impacts if it does go wrong? (consequences)</i>	Controls to Mitigate Identified Risks Describe any existing policy, procedure, practice or device that acts to minimise the risk. <i>What is in place now that reduces the likelihood of this risk occurring or its impact if it did occur?</i>	Risk Assessment Ratings			Risk Treatment Approach <i>What actions need to be taken to mitigate, minimise or eliminate the risk? (choose one)</i>	Risk Owner/s List the name and position of who is responsible for each risk.
			Risk Consequences <i>How big would the impact of this risk be if it occurred? (choose one)</i>	Risk Likelihood <i>How likely is this risk to occur? (choose one)</i>	Residual Risk Rating <i>What is the current risk rating after consideration of controls? (choose one)</i>		
<p><b>Risk title</b></p> <p>Student engagement and wellbeing</p> <p><b>Risk short description</b></p> <p>There is the risk that student engagement and wellbeing fails to improve their connectedness to the school, their peers and the broader community</p>	<p><b>Causes</b></p> <ul style="list-style-type: none"> <li>Lack of professional development opportunities for staff</li> <li>Ability to recruit, train and retain appropriately skilled teachers</li> <li>Lack of leadership capability of staff</li> <li>Failure to engage students in curriculum and other school activities</li> </ul> <p><b>Consequences</b></p> <ul style="list-style-type: none"> <li>Best outcomes for students not achieved</li> <li>Students do not reach competent numeracy and literacy levels</li> <li>Reputation damage to the school, MACS</li> <li>Decreasing enrolments (further impacting funding and school program)</li> </ul>	<ol style="list-style-type: none"> <li>School Annual Action Plan, curriculum review and ongoing development</li> <li>Teacher professional development</li> <li>Review student school improvement survey data and wellbeing practices</li> <li>Provide ongoing professional development for relevant staff and support them in their pastoral responsibilities</li> <li>Parish priest involvement in pastoral care</li> <li>Promote and publicise wellbeing practices through school newsletter and assemblies</li> <li>Regular school leadership team meetings to monitor and review progress</li> <li>MACS and school care, safety and wellbeing policies in place</li> </ol>	<p>Extreme</p> <p>High</p> <p>Moderate</p> <p>Low</p>	<p>Almost certain</p> <p>Likely</p> <p>Possible</p> <p>Unlikely</p> <p>Rare</p>	<p>Extreme</p> <p>High</p> <p>Moderate</p> <p>Low</p>	<ul style="list-style-type: none"> <li>Active management</li> <li>Continuous review</li> <li>Periodic monitoring</li> <li>No major concern/ accept the risk</li> </ul>	<p>[name and position]</p>

**Note:** Add more rows as required. The risks listed here are not exhaustive; they are examples only and should be adapted to suit the circumstances of your school.