



RISK MANAGEMENT POLICY

Policy Statement

St Patrick's College is committed to the proactive management of risks and opportunities. This is achieved through the development of a strong culture and the implementation of practical frameworks and processes across all structures, functions and organisational structures and operational activities of the College.

Objectives and Rationale

The objectives of St Patrick's College Risk Management policy is to mitigate, control or eliminate unacceptable risks and duly identify, assess and appropriately act upon opportunities that may apply in all areas of the College.

In establishing and implementing the Risk Management Framework set out herein, the College aims to:

- Implement risk management across all aspects of the College in accordance with recognised best practices and standards;
- Integrate risk management into the leadership and management culture of the College; and
- Foster an environment where all staff and community stakeholders assume responsibility for managing risks and opportunities.

The College's objective for Risk Management is to:

- Provide a structured basis for strategic planning and decision making;
- Assist the College in achieving its strategic objectives;
- Enhance the College's governance and leadership and management processes;
- Encourage and commit decision makers to identify opportunities that will benefit the College without exposing it to unacceptable levels of risk;
- Provide a practical, useable framework for the College Leadership Team, College Board, College staff and other key community stakeholders to identify and assess risks inherent in the decisions they take;
- Safeguard the College's assets – tangible and intangible, present and future;
- Protect the College from unacceptable costs or losses associated with its functions, strategies and operations; and

- Enable the College to effectively discharge its statutory, legislative and leadership and management responsibilities.

Scope and Responsibility

Risk Management will be comprehensive across:

- St Patrick's College including at Strategic, Organisational and Operational levels; and
- Hazard risks, uncertainty risks and opportunity risks.

Hazard Risks

Hazard Risks are risks regarding, Wellbeing, Health and Safety, Material Safety Data Sheets (MSDS) and procedures. Hazard Risks can be found within the colleges risk library in the below St Patrick's College Risk categories:

- Property
- Environment
- Health and Safety

Uncertainty Risks

Uncertainty Risks are risks associated with Excursions and camps or risks that potential for risk cannot be eliminated. These risks can be found within the following St Patrick's College Risk Categories:

- Insurable
- Business Process
- Commercial
- Human Resources

Opportunity Risks

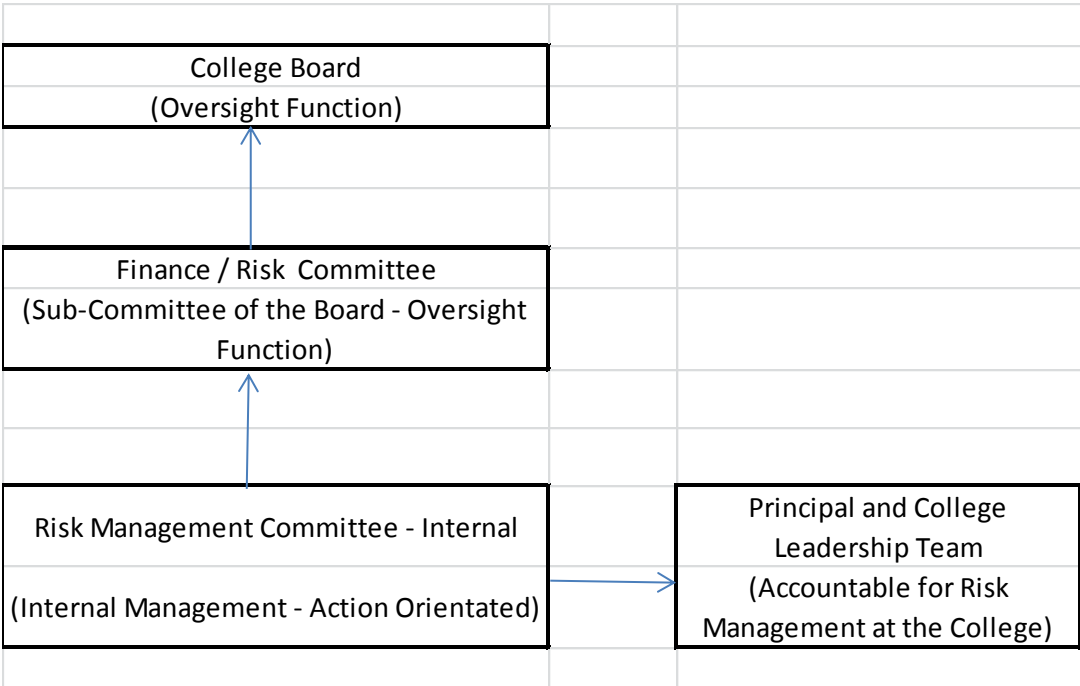
Opportunity Risks are risks that are associated with purchasing of buildings, due diligence and reputational risk. Other examples of Opportunity Risks are found within the following St Patrick's College Risk Categories:

- Insurable
- Business Process
- Commercial
- Education
- Financial
- Information

Strategic Risk Management – Leadership and Management

Risk shall first and foremost be managed at the leadership level as part of the College Leadership Team and College Board’s good governance, strategic planning and operational and management processes.

The College’s Risk Management Structure is as set out below:



The process coordinated and facilitated by the Risk Management Committee and will involve the following key steps:

- It is noted that the Risk Library has been approved by the EREA Board and should form the basis of all Risk Management processes at the College
- An annual strategic risk identification / review exercise facilitated by the Risk Management Committee - Internally, which involves the review of individual Risk Management Plans for the key strategic risks identified and exceeding the College’s acceptable levels of exposure;
- Preparation of a comprehensive Risk Assessment and Risk Management Plan for all new major developments and activities presented to College Leadership Team and College Board;
- Maintenance of a Strategic Risk Management System that is incorporated into the College’s Strategic decision making processes and based on Risk Library approved by the EREA Board.

Risk Management Committee – Internal

It is the responsibility of the members of the St Patrick's College Risk Management Committee continually to monitor their areas of responsibility to ensure that risks are known and being managed within their particular areas.

St Patrick's OH&S/Risk Management Committee	
Chairperson	(Director of Organisational Development)
Minute Secretary	(Elected Staff Rep)
Committee	(Deputy Headmaster – Wellbeing) (Business Manager) (Grounds manager) (Science) (Kitchen) (Technology) (Director of Sport) (IT) (Boarding)

All Staff and Key Stakeholders

To achieve this, Risk Management must be an integral function of the College Leadership Team, College Board, staff and key stakeholder groups within the school. The *Risk Management Committee* will facilitate the introduction and monitoring of risk management into key areas of the College's activities whilst the responsibility for implementation of control strategies and follow up remains with College Leadership Team, College Board and staff.

The College Leadership Team and staff are recognised as having a significant role in the management of risk and accordingly, they are responsible for actively participating in the Risk Management process and supporting the Risk Management Committee - Internal in the discharge of responsibilities under this policy.

Guidance, Support and Technical Expertise

The Risk Management Committee has been established to support and oversee the ongoing development and implementation of the College's Risk Management practices. Guidance, support and technical expertise may be sort from the Committee at any time.

Documentation

Each stage of the Risk Management process shall be appropriately documented. The extent of documentation required is dependent on the nature and significance of the risk and/or opportunity.

Furthermore, members of the Risk Management Committee will receive constant reminders for actions to be taken throughout the year through the use of the “Tickit” risk management system. Such reminders will be forwarded to the relevant committee members through email advice so that they may undertake appropriate action to mitigate any risk as identified through the Risk Library.

Risk Library

The Risk Library below has been approved by the EREA Board

Specific Risk	<i>Risk Owner</i>	Key Issue
Business Process		
Critical Assets		Recognizing where a significant amount of revenue is dependent on the operation of particular assets.
Goods In Transit		Loss of assets during transport by road, rail & ship
Key Customers		Recognizing where a significant amount of revenue is associated with one client.
Efficiency Measurement		Providing a process to control costs, improve efficiency and eliminate waste.
Supply Chain		Avoiding excessive reliance on a single entity when obtaining specific goods and services.
Vertical Integration		Recognizing where a significant amount of revenue is dependent on individual parts of the school operation.
Commercial		
Alliances		Managing risk when involved in entities such as joint ventures.
Contracts		Creating effective contracts to achieve our intent without committing to unacceptable liabilities, warranties or indemnities.
Direct Regulation		Identifying and tracking specific compliance transactions required by regulation.
Divestment or Acquisition		Acquiring or divesting businesses or companies without attracting unwanted or unidentified liabilities.
Marketing		The capability to develop solutions with the features and benefits exactly matching customer needs.

Project Management		Creating the skills and process to deliver projects on time and in full.
Sustainability		Ensuring products and services meet the socially responsible investment needs of stakeholders
Education		
Campus Operations		Providing a safe and effective schools environment by combining the correct facilities with necessary supervision.
Child Protection		Taking a proactive approach to minimizing harm to children. Apply a compliant and effective approach to investigations and issues resolution.
Event Management		Arranging safe and successful internal or external events associated with sport or learning or entertainment. May involve students, invited guests and third parties.
Issue Resolution		A positive and effective process for communication, discussion and resolution of issues relating to parent, student, teacher or school concerns.
Student Progress		Assessment of each student's progress to identify any issues which may be impacting their learning, development or welfare.
Environment		
Air Emissions		Preventing emissions breaching licenses or regulations.
Asbestos		Identifying and managing asbestos in buildings, plant and equipment.
Contamination & Pollution		Containing the escape of pollution caused by pre-existing or current site contamination.
Dangerous Goods		Preventing unnecessary use or incorrect storage and handling of defined items.
Hazardous Waste		Disposal of process waste as required by regulation.
Noise		Ensuring plant or motor vehicle operation involves acceptable noise levels at the site boundary.
Solid Waste		Appropriate disposal of construction waste and domestic garbage.
Trade Waste		Ensuring the correct disposal of matter via the sewer system.
Waste Water		Preventing pollution caused by site runoff to watercourses.
Financial		
Borrowing		Transactions meet internal control guidelines.
Cash Flow		Forecast and monitor working capital.
Contingent		Identifying, accounting for and managing potential major

Liabilities		exposures.
Counterparty		Assuring another party's ability to settle financial transactions.
Debtors		Ensuring effective credit control to reduce the potential for bad and doubtful debts.
Employee Fraud		Deterring and detecting fraudulent activity by employees.
External Fraud		Protection from physical, contractual and electronic threat from external parties.
Foreign Exchange		Taking reasonable positions and adhering to trading rules.
Insurance Issues		Achieving effective risk transfer to the underwriter.
Investments		Ensuring surplus cash is always placed in approved financial instruments.
Project Evaluation		Applying technical, financial and commercial rigour to investment decisions.
Human Resources		
Communication Processes		Providing a structured process for communication with stakeholders.
Employee Development		Developing, agreeing and monitoring individual's performance and development targets.
Employee Travel		Identifying risks associated with travel to remote and risky destinations, including medical repatriation and kidnap and ransom.
Employment Practices		Recruitment, promotion and dismissal procedures do not discriminate regarding sex, marital status, religious beliefs, ethnicity or disability.
Succession Plan		Understanding workforce composition and knowledge management issues.
Training and Education		Education/training for individuals / work groups to meet business needs.
Worker Relations		Achieving a harmonious workplace through consultation and effective workplace agreements and contracts.
Workers Compensation		Managing statutory and rehabilitation obligations relating to employee injuries.
Information		
Data Protection		Providing and testing the integrity of back up protocols. Adequate planning for disaster recovery.
Production Process		The technology controlling the production process is robust to assure continuity of production.
Secure Technology		Adequate physical security of computer premises. Preventing unauthorized access to computer systems.
Standard		Effective internal communication processes. Sufficient

Operating Environment		capacity, functionality and systems integration to perform desired tasks.
Systems Development		Appropriate scoping, documentation and resources employed to meet implementation deadlines.
Insurable Risk		
Advice		Avoiding the provision of negligent advice leading to a third party loss.
Product Liability		Avoiding the sale of defective products causing harm or loss to a third party or necessitating a product recall.
Public Liability		Behaving with due diligence to avoid causing third party property damage, personal injury or pure economic loss.
Trade Practices		Avoiding action to substantially lessen competition in a market or engaging in misleading or deceptive conduct.
Warranties and Indemnities		Avoiding excessive risk due to contractual risk transfer.
Health and Safety		
Contractors		Ensuring employees and contractors work in accordance with your safety standards.
Hazards		Observing necessary safe operating procedures when undertaking hazardous activities.
Occupational Health		Assessing workplace toxicology and monitoring and protecting worker health.
Rehabilitation		Providing the required accident response and welfare support to ensure early return to work.
Safety Policy		Providing documentation and necessary awareness programs to enable managers to operate a safe workplace.
Property		
Building Code		Achieving compliance relating to building construction, structural alteration or change of occupancy.
Construction		Protecting assets during the construction phase.
Explosion / Implosion		Assessing the risk of damage to property or plant through explosion.
Fire		Adequate maintenance of fire protection and fire safety management controls.
Fleet		Effective operation/use of owned, leased, hired or third party vehicles.
Machinery		Assessment of interruption to critical operations due to machinery breakdown or malicious damage.
Natural Disaster		Assessing the exposure of assets to damage from perils.
Records		Assuring the availability of important records.
Security		Security system prevents unauthorized entry to

		premises.
Theft		Preventing loss of property including cash, stores and inventory.

Analysing, Ranking and Evaluating Risks

The following AS/NZS ISO 31000:2009 framework will be used to develop ranking criteria to assess the risk.

In conducting Risk Assessments, risks will be assessed as the Residual Risk ie. After taking into account the existing controls in place around the risk. Reporting will generally be on the basis of Residual Risk. The control tasks have been approved by the EREA Board but can be “localised” to the College context as necessary. These “local descriptions” should be recorded in the Tick-It system.

Level	Descriptor	Example Detail Description
1	Insignificant	Low financial loss <\$25,000 No injuries.
2	Minor	Medium financial loss >\$25,000 to \$250,000 First aid Treatment On-site release immediately contained. Limited parental dissatisfaction with short term reputation damage.
3	Moderate	High financial loss. >\$250,000 to \$2.5M Medical treatment required and time lost in addition to the day of the injury. On-site release contained with outside assistance. Wide spread dissatisfaction amongst parents with damage to reputation and image.
4	Major	Major financial loss. > \$2.5M to \$25M. Extensive Injuries. Off-site release with no long term detrimental effect. State wide adverse media and significant damage to reputation and image.
5	Catastrophic	Huge financial loss > \$25M. Death or permanent disability. Toxic release off-site with long term detrimental effect. National adverse media and irreparable damage to reputation and image.

Level	Descriptor	Example Detail Description
A	Almost Certain	Is expected to occur in most circumstances. Once per week.
B	Likely	Will probably occur in most circumstances. Once per month.
C	Possible	Might occur at some time. Once per year.
D	Unlikely	Could occur at some time. Once in 10 years.
E	Rare	May occur only in exceptional circumstances. Greater than 10 years.

Risk Ranking Matrix

The following combination of consequence and likelihood as depicted in the Risk Ranking Matrix determines the risk ranking.

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Moderate	High	Extreme	Extreme	Extreme
Likely	Low	Moderate	High	Extreme	Extreme
Moderate	Low	Low	Moderate	High	Extreme
Unlikely	Low	Low	Low	Moderate	High
Rare	Low	Low	Low	Low	Moderate

Status of Policy: Ratified by the College Board, June 2014

Review: 2019