



Sacred Heart Parish School, Sandringham Risk Management Policy



Sacred Heart Parish 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). Sacred Heart Parish School acknowledges that 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 is accountable for overseeing and monitoring the assessment and management of risk and compliance at Sacred Heart Parish School. Including child safety risks as legislated under the Ministerial Order 1359 – Implementing the Child Safe Standards – Managing the risk of child abuse in schools and school boarding premises (MO 1359).

Purpose

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

Scope

This policy applies to Sacred Heart Parish School and all its activities to ensure a clear and transparent approach in managing risk.

Principles

Sacred Heart Parish School 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

Policy

Sacred Heart Parish School is committed to proactively managing risks in line with MACS's Framework. This includes maintaining a current risk register that covers all school risks including child safety risks, refer to School Risk Register template on CEVN.

Sacred Heart Parish School Principal is responsible for risk management within the school including monitoring of existing risks and any emerging risks that may impact the school or MACS as a whole and reporting high and extreme risks to the regional general manager and the Chief Risk Officer.

Roles, responsibilities and reporting

Table 1 provides an overview of key roles and responsibilities for risk management at Sacred Heart Parish School:

Role	Responsibility	Reporting frequency
Principal	Contextualise and implement the Framework and the School Risk Management Policy	Annual
	Develop and maintain the Sacred Heart Parish School risk management process for assessing, evaluating and treating risk	Ongoing
	Maintain a current risk register including child safety risks	Ongoing
	Allocate risk owners to all identified risks and roles and responsibilities of staff in risk management of Sacred Heart Parish School	Ongoing
	Allocate roles and responsibilities of staff in risk management of Sacred Heart Parish School	Ongoing
	Ensure risk assessments for school activities and projects are undertaken	As required
	Escalate high and extreme rated risks to the Regional General Manager.	As soon as practicable
	Lead and monitor positive risk culture	Ongoing
	Sign off the annual risk management compliance attestation	Annual
All staff	Demonstrate positive risk culture	Ongoing
	Apply sound and informed risk management principles to decision-making, practice and operations	Ongoing
	Report identified risks to the principal	As required
	Proactively manage risks within own work remit	Ongoing

Risk monitoring, escalation guide and reporting requirements

Table 2 provides an overview of the reporting escalation at Sacred Heart Parish School:

Role	Monitoring, escalation and reporting requirement
Low	<p>The risk falls well within the acceptable level of risk appetite.</p> <p>Accountability of the risk is to be managed by Principal.</p> <p>The principal is to monitor the risk at an appropriate frequency</p>
Medium	<p>The risk falls within the acceptable level of risk appetite.</p> <p>Accountability of the risk is to be managed by the principal.</p> <p>The risk may either be managed or accepted without further treatment, provided that it is at least monitored on a biannual basis.</p>
High	<p>The risk may fall outside the acceptable level of risk appetite.</p> <p>Accountability of the risk is to be managed by principal.</p> <p>Immediate attention and response needed.</p> <p>The risk requires a risk treatment plan to reduce the level of risk in line with the risk appetite statement.</p> <p>Active monitoring of the risk and risk treatments is required and must be integrated into reporting requirements.</p> <p>The risk must be reported to the Regional General Manager.</p>
	The risk falls outside the acceptable level of risk appetite.

Role	Monitoring, escalation and reporting requirement
Extreme	<p>Accountability of the risk is to be managed by Principal with assistance from the Regional General Manager.</p> <p>Immediate attention and response required.</p> <p>The risk requires a risk treatment plan to reduce the level of risk in line with the risk appetite statement.</p> <p>Active monitoring of the risk and risk treatments are required and must be integrated into reporting requirements.</p> <p>The risk must be reported to the Regional General Manager for escalation to the Chief Risk Officer.</p>

Procedures

This Procedure outlines how Sacred Heart Parish School will manage risk and should be read in conjunction with the Framework.

Coordination and communication

Risk management activities are implemented and coordinated by the Sacred Heart Parish School principal, or their delegate. This includes the communication of advice, guidance and support across the school.

Risk assessment and treatment

Sacred Heart Parish School principal will work with their teams to develop risk profiles in accordance with the Risk Appetite Statement, enterprise risks and strategic priorities. Risk profiles must include all information relating to the risks, including the causes and impacts, ratings, control and treatment activities, alignment with key risk indicators and risk appetite.

Risk assessments must be undertaken before commencing a new project or activity and reviewed at least annually, or more frequently as required by residual rating, risk changes or project milestones.

Risks can be identified using various methods including but not limited to:

- 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, a risk owner is assigned by the Sacred Heart Parish School principal. The risk owner must assess risk, controls and treatment measures in accordance with the Risk Assessment Criteria (Section 6 of the Framework). Where treatments are required, the risk owner is required to ensure the treatment is completed within required timeframes and existing business processes are updated accordingly.

Reporting and monitoring

Risk owners must review and update their risk profiles at least every three months to ensure all current and emerging risks are captured, controls identified, and risk treatment plans are implemented effectively.

Risk owners must provide an update to the Sacred Heart Parish School principal on all major risks within their areas including progress updates on treatment plans. Major risks are risks with high or extreme residual risk rating.

The principal will monitor the school risk register to identify new and updated risks and will action as appropriate.

Risks outside acceptable levels and escalation

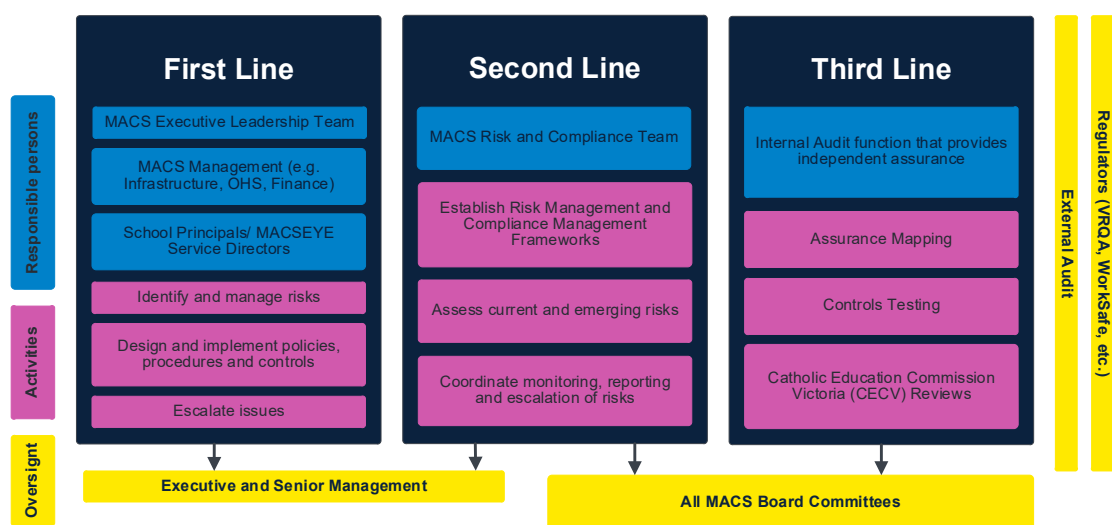
Sacred Heart Parish School principal must escalate all actions and activities that fall outside the relevant risk appetite as per the Risk Appetite Statement to the Regional General Manager. Click or tap here to enter text.

The regional general manager will escalate extreme risks to the Chief Risk Officer, who will assess escalated matters to determine actions required to reduce the risk to an acceptable level.

Three Lines of Defence

The Three Lines of Defence model provides a simple and effective way to enhance communications on risk management and control by clarifying essential roles and duties. Responsibility refers to the ultimate responsibility for actions, decisions, and management of nominated activities. This does not mean that the responsible party must deliver the action, but, if it delegates responsibilities, it must seek assurance that the activity is, and continues to be appropriate and is progressing as scheduled. MACS's risk accountabilities and responsibilities are based on the Three Lines of Defence model as shown in Table 3.

Table 3: Three lines of defence model



Definitions

Approved

Authorised in writing, as evidenced by signature of a nominated delegate

Child safety

Child safety encompasses matters related to protecting all children from child abuse, managing the risk of child abuse, providing support to a child at risk of child abuse, and responding to suspicions, incidents, disclosures or allegations of child abuse (Ministerial Order No. 1359)

Control

A measure that modifies risk.

Delegation

The powers, authority, duties and functions delegated to a role, position or group (such as a committee) by the MACS board and contained in a delegation instrument

Enterprise Risk Management Framework

The Enterprise 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

Framework

A board-approved overarching governance structure to enable compliance by MACS and its subsidiaries and MACS schools/MACSEYE services with a range of regulatory requirements, and to ensure good governance in the operations of MACS and its subsidiaries and MACS schools/MACSEYE services

Melbourne Catholic Archdiocese Schools Ltd (MACS)

MACS is a reference to Melbourne Archdiocese Catholic Schools Ltd, and / or its subsidiaries, MACSS and/or MACSEYE (*as the context requires*)

MACS board or board

The board of Melbourne Archdiocese Catholic Schools Ltd (MACS), being also the board of Melbourne Archdiocese Catholic Specialist Schools Ltd (MACSS) and the board of Melbourne Archdiocese Catholic Schools Early Years Education Ltd (MACSEYE) in an ex officio capacity (as the context requires)

MACS executive

A member of the executive leadership team of MACS

MACS office

Staff employed in MACS offices at James Goold House, Catholic Leadership Centre and MACS regional offices

MACS school or school

A school which operates with the consent of the Catholic Archbishop of Melbourne and is owned, operated and governed by MACS, directly or through MACSS (as the context requires). References to schools or MACS schools also includes boarding premises of schools operated by MACS and specialist schools operated by MACSS.

Major risks

Risks that have been assessed in line with the MACS Enterprise Risk Management Framework and have a residual rating of High or Extreme.

Policy

A high-level, principles-based directive that must be complied with across MACS, MACSS and MACSEYE

Principal/director

Individual appointed as principal by MACS in MACS schools or director in MACSEYE service

Procedure

A step-by-step or detailed instruction for the implementation of MACS policy that is mandatory across MACS, MACS schools and MACSEYE

Risk

The effect of uncertainty on objectives

Risk management

The coordinated activities to direct and control an organisation with regard to risk

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 CEVN for School Risk Register template.

Student

Student means a person who is enrolled at or attends a MACS school.

Treatment

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

Related policies and resources

Supporting documents

Sacred Heart Parish School Risk Register
Risk Assessment Criteria (published on CEVN)

Related MACS policies

Enterprise Risk Management Framework
Occupational Health and Safety Policy
Sacred Heart Parish School Child Safety and Wellbeing Policy

Legislation and standards

Corporations Act 2001
Australian Charities and Not-for-profits Commission Act 2012
Education and Training Reform Act 2006
Education and Training Reform Regulations 2017
Ministerial Order No. 1359 – Implementing the Child Safe Standards – Managing the risk of child abuse in schools and school boarding premises
Child Wellbeing and Safety Act 2005
Education Services for Overseas Students Act 2000
National Code of Practice for Providers of Education and Training to Overseas Students 2018
National Vocational Education and Training Regulator Act 2011
Standards for Registered Training Organisations (RTOs) 2015
Education and Care Services National Law Act 2010
Education and Care Services National Regulations 2010
International Standard ISO 31000:2018 *Risk management – Guidelines*

Policy information table

Responsible director	Director, Governance and Strategy
Policy owner	Chief Risk Officer
Approving authority	Board
Assigned board committee	Child Safety and Risk Management
Approval date	7 February 2023
Risk rating	Extreme
Date of next review	February 2024
Publication details	CEVN
POLICY DATABASE INFORMATION	
Assigned Framework	Enterprise Risk Management
Related documents	Use dot points to identify any document that is attached to this policy as an attachment, appendix, template that will be included as an active link in the document.
Superseded documents	School Risk Management Policy – v1.0 – 2021
New policy	1 November 2023