Growing · Building · Caring

Risk Management Policy

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Document Control

POLICY REVIEW

This policy may be reviewed periodically and republished; as applicable. The Principal may issue additional instructions within the policy framework as appropriate. The policy will also be reviewed on an annual basis.

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ALL	2021.1	10/08/2021	Review and update of plan contents and layout.

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Background

Goldfields Baptist College is committed to excellence in Christian education. Parents and carers who choose to have their children educated at the College do so because the College is dedicated to a safe environment in which students can learn. Further, many parents enrol their children from Kindergarten, and therefore expect that Goldfields Baptist College will be able to provide a safe and flourishing educational community over the full 14 years of their child's education. For these reasons, the College is extremely aware of, and sensitive to, the presence of risks that are inherent in College life, and is committed to identifying risks that are outside the College's tolerance, with the view to removing, minimising or mitigating these.

It is unavoidable that all activities within the College have some degree of risk. For the College to continue to realise its Mission to nurture and equip each person for life, empowering them to be thriving contributors in the world, students must be permitted to learn through the life experience that comes from learning to recognise risk, take action, and/or change behaviour accordingly. Through this Risk Management Policy, the College does not seek to either establish or mitigate every single risk to students and/or staff, irrespective of severity of consequence, or likelihood of occurrence but, instead, seeks to establish a framework and process for managing inherent risks down to acceptable levels.

Goldfields Baptist College implements processes to ensure that the College's physical and online environments meet Child Safe standards at all times. As part of honouring this resolve, risk management processes and procedures are embedded in all aspects of the College's operations, as a requirement of all staff members.

Scope

It is essential that all members of Goldfields Baptist College staff, volunteers and contractors comply with this policy. A vital element in the success of this policy is in the College's maintenance of a Risk Management Plan that functions at all levels of the College's operations, identifying known risks and putting in place actions and controls to manage risks to acceptable levels. The Plan documents what those acceptable levels are and is reviewed annually by the College Executive, in consultation with the College Leadership Team, and is annually presented to the Board for review. It is most effective when this Plan is actioned by the staff members who are relying on it to safeguard students through College activities that they are directly engaged in, as they are best placed to identify risks and appropriate controls for activities that they are familiar with. **To be of maximum effectiveness and impact, risk management is a shared responsibility of all staff members, volunteers and contractors. No adult stakeholder is removed from the responsibility of maintaining the safety and wellbeing of the College's students, staff and community.**

Policy

1. Definitions

1.1 College

Shall be read to mean Goldfields Baptist College, unless specifically defined otherwise in this policy.

1.2 Control

A measure that modifies a risk.

1.3 Parent/Carer

Unless defined otherwise within this policy, shall be read to include step-parents, caregivers and/or guardians.

1.4 Risk

The effect of uncertainty on objectives. It is characterised by potential and consequences.

1.5 Risk Management

The co-ordinated activities used to control potential variations to plans to maximise opportunities and minimise loss.

1.6 Risk Owner
The person who has the authority to manage, and who is accountable for, a risk.

1.7 Stakeholder
Any organisation or person who may be affected, or thinks they may be affected, by an activity.

2. Guiding Principles
The management of risk is incorporated into the culture of the College, through all Workplace Health and Safety practices and all management systems, so that any activity undertaken has all risks identified, measured and monitored. This is facilitated by the College's Learning and School Management System, Compass, which all staff members are inducted into, and maintain familiarity with, by necessity.

Goldfields Baptist College is committed to the following principles when managing risk:

1. Risk management must be embedded in all of the College's practices and processes in a way that is relevant, effective and efficient. This includes ensuring that decision-making is aligned with the outcomes of risk management processes.
2. The College will proactively identify and manage its risks and opportunities at all levels, using a structured and comprehensive approach.
3. The College recognises that risk management is an integral function of effective service delivery and not an isolated activity – it will be customised and proportionate to the College context and related to its objectives.
4. The College Leadership will ensure that risk management processes are in place and advice is sought regarding major policies, projects, programmes and plans at the inception phase. It is essential that risk management and strategic, operational and financial planning are aligned.
5. Responsibility and accountability for aspects of risk management processes must remain clear.
6. There will be consultation and communication with staff and stakeholders in relevant aspects of the risk management processes to foster identification of risks – appropriate and timely involvement of stakeholders enables their knowledge, views and perceptions to be considered, resulting in increased awareness and informed actions.
7. Human behaviour and culture significantly influence all aspects of risk management.
8. Historical and current information and future expectations must be taken into account, when completing effective risk management, including any limitations or uncertainties.
9. Continual improvement is maintained through learning and experience.
10. Risks can emerge, change, or disappear as changes to the internal and external environment occurs, and this requires establishing and maintaining clear and timely monitoring, reporting and review processes.

2.1 When to Risk Manage
Although risk management should be applied at some level for all activities, it must be routine when:

- Changing a policy;
- Developing a strategic plan;
- Starting new projects;
- Expending significant amounts of money;
- Looking at sensitive issues;
- Staff plan student activities.

2.2 Responsibilities
2.2.1 College Principal
The College Principal is responsible for ensuring that a current Risk Management Plan is in place for all activities and entities in scope, and reported to the College Board.

2.2.2 Business Manager

The Business Manager is responsible for the policy and the risk management process. The Business Manager will work with the Principal and the College Leadership Team to outwork the policy and process. The Business Manager is accountable to the College Principal and, ultimately, the College Board, for ensuring the Risk Management Plan is being regularly monitored and formally reviewed and updated annually.

The College Principal and Business Manager shall ensure that staff are informed and trained in general risk management activities, and that the process to collect information on new and existing risks via Compass Events and Issue Tracker is effective and maintains its integrity.

2.2.3 Leadership Team

The College Leadership Team is responsible for the adoption of risk management practices and will be directly responsible for the results of risk management activities, relevant to their area of responsibility. As part of the annual planning cycle, all responsible leaders will be required to consider and document existing risks and their impact on proposed plans. Any new risks identified due to changes in the business environment must also be documented. Risk records must be maintained up-to-date on an ongoing basis to reflect any changes which may occur.

2.2.4 College Staff

Staff who are identified in the Risk Management Plan as being responsible for an action shall ensure that it is carried out to the extent and timing planned and, if not, this must be reported to the College Principal for rectification.

2.2.5 All Employees

All employees of the College are responsible for:

- Acting at all times in a manner which does not place at risk:
    - The health and safety of themselves or any other person in the workplace;
    - The property (real or otherwise) of the College;
    - The general public;
    - Third party property; and/or
    - The attainment of College goals and strategies;
- Providing direction and training to individuals for whom they have a supervisory responsibility or Duty of Care over, relating to health and safety;
- Identifying areas where risk management practices are potentially lacking or have been overlooked, and reporting these to their Line Manager promptly;
- Meeting their obligations under relevant legislation and College policies, including Work Health and Safety, Equal Opportunity and Employment and Engagement;
- Taking all practical steps to minimise the College's exposure to contractual, public, statutory and professional liability.

2.3 Allocation of Resources

When designing risk controls and treatments to mitigate risks, this must include the identification and allocation of resources. The Risk Management Plan must be reviewed and updated annually, prior to the commencement of the budgeting cycle, so that any resources required in the coming College year can be budgeted for.

Any risks arising during the course of the year, which require allocation of financial or other resources in the current budgeted year, yet cannot be addressed within the resource limitations of the current budget must be reported to the College Principal and, subsequently, to the College Board, at the first opportunity, such that agreement to the allocation of resources can be agreed, allowing unbudgeted resources to be approved and allocated, in accordance with need.

3. Risk Management Framework

Goldfields Baptist College's Risk Management Framework contains the following documents:

- This Risk Management Policy and its included Risk Assessment Matrices and Tables included in the Appendices;
- The Risk Management Plan;
- The Risk Management Schedule;
- The Risk Management Process, as outlined in this policy, and including the Compass process for Events;
- Internal and External Training Programmes, in accordance with requirements of the Employment and Engagement Policy, Critical and Emergency Incidents' Management Policy and Emergency Management Plan.

4. Risk Management Process

The College's Risk Management Process has been developed using the methodology in AS/NZS ISO 31000:2018 Risk Management – Guidelines. Each step is explained below, and the process is illustrated in the diagram in Appendix One.

3.1 Context Setting

3.1.1 Risk Categories

The College's Risk Management Plan places identified risks into categories, allowing similar risks to be shown together, for ease of reference. Risks are organised into the following categories to define their nature and types of causes/consequences:

- **Governance and leadership** – strategy, leadership and control of the College
- **Ethos** – Christian ethos and College values
- **Education** – design, delivery, assessment and reporting of the Curriculum
- **Student management** – care, control and management (including behaviour) of student body
- **Enrolment** – attracting and retaining enrolments
- **Human resources** – planning, recruitment, performance management, professional development, wellbeing of staff and volunteers, remuneration and conditions, payroll, superannuation, tax
- **Legal** – contracts, liability, lawsuits, civil claims or actions
- **Regulatory** – legislation, discrimination, equal opportunity, compliance and statutory reporting
- **Financial loss** – cash, profitability, equity, asset and liabilities, financial controls, fundraising, government funding, fee collection
- **Reputation and image** – privacy, image, community standing, impact on and service to local community
- **Information loss** – retention, archiving, business continuity, accessibility
- **ICT** – hardware, software, telecommunications infrastructure
- **Property and infrastructure** – damage, impairment to or loss of buildings, land roads, paths, landscaping, equipment, facilities, utility services
- **Natural environment** – impact on environment, use of resources

3.1.2 Risk Criteria

Risk criteria are used to evaluate the significance of risks, based on likelihood or consequence. When considering risk criteria, 'likelihood' should be read to define the probability of an occurrence. 'Consequence', in the context of risk criteria should be read to define the impact on individuals and/or the College of an occurrence. Both likelihood and consequences will influence the Level of Risk, which may become quite high, if both the likelihood and consequence of the risk are high.

The College's Risk Reference Tables are available in Appendix Two, while an example Consequence Measurement Table, according to risk categories can be found in Appendix Three.

3.1.3 Risk Assessment

The Risk Assessment stage involves identifying all known risks, and analysing these (see 3.3 below) to develop an understanding of the risk in terms of likelihood and consequences. Risk Assessment is most valuable when carried out in consultation with, or completed by, stakeholders. Those who are directly involved with the area of operation will most commonly have the greatest insight into risks that may otherwise be overlooked.

When risks have been analysed for likelihood and consequences, they should then be assessed to determine those risks that need to be actioned, and the priority of action. The Risk Assessment is completed by determining controls or treatments required to address the risk.

When completing Risk Assessment for student activities and events, staff members should complete these using the templates and structures in the Compass Events module.

3.2 Risk Identification

Risks can arise from various sources, areas of impact, events or changes. It is a key function of Risk Management then, to create a Risk Register, which should be continually updated as new risks are identified, and as controls that mitigate risks are reviewed and updated. The population of this Risk Register should include involvement and consultation with staff and stakeholders, in order to increase the comprehensiveness of the risks identified.

In addition to the involvement of staff and stakeholders, the following methods can be utilised to populate and update the College's Risk Register:

- Analysis of Accident/Incident Reports;
- Analysis of Complaints Register;
- Analysis of Critical and Emergency Incidents Register;
- Analysis of Workplace Health and Safety Register;
- Policy review, while assessing for risks;
- Reports from industry experts;
- Experiences of other schools; and/or
- Surveys.

It is essential that the process of risk identification is as robust, and includes as many stakeholders as possible, as a significant risk inherent in this process is the oversight of a significant risk that subsequently goes unassessed.

3.3 Risk Analysis

The purpose of the Risk Analysis phase is to ensure that the risks are thoroughly understood. When completing risk analysis, consideration must be given to:

- Causes of risk;
- Sources of risk;
- Both positive and negative consequences; and
- Likelihood.

The risk to the College is the combination of both the consequence (which could be tangible or intangible) and the likelihood. Consequences and likelihoods can be determined by modelling the outcomes of a set of events, or be extrapolation from experiments or available data.

When analysing a risk, the following should be considered:

- There may be several factors that may affect likelihood or consequences;
- An event may have multiple consequences;
- An event may affect multiple objectives of the College;
- Any existing controls (treatments) already be in place;
- Level of confidence or uncertainty;
- Divergence of opinion, particularly of experts;
- Availability, quality, quantity and ongoing relevance of information; and
- Limitations of modelling to determine accurate likelihood or consequences.

When Risk Analysis is carried out be staff planning an activity, likelihood and consequences are often gauged subjectively, based on the experiences of those completing assessments. As such, it is important for a collaborative approach to considering and assessing risk criteria, with College Leadership oversight, to ensure a measured, unbiased approach is utilised, based on sound data.

3.4 Risk Evaluation

Based on the Risk Analysis and established criteria, a decision regarding controls/treatments of risks, and their priority of implementation must be made. Legal, regulatory and other external compliance requirements, or flow-on effects should have a significant influence on decisions made regarding whether a risk is treated, and its priority.

A Risk Rating Matrix can be found in Appendix Four, and a Risk Acceptance Table can be found in Appendix Five. These tables must be referred to in order to determine the level of risk, and whether that level of risk will be accepted by the College. When calculating risk rating, using the Risk Rating Matrix, staff should multiply the measurement for likelihood with the measurement for consequence, to arrive at a major, moderate or minor rating.

Based on the calculated risk ratings, the level of risk will determine the acceptance of the risk, on a scale from acceptable to unacceptable, as shown in the Risk Acceptance Table in Appendix Five. Based on the level of risk, the degree of risk controls/treatments required, and the responsibility for ensuring those controls are in place are escalated.

Staff who are completing a Risk Assessment and Evaluation via the Compass Events module will not be required to conduct these calculations, as this is automated by the system. When submitting their Event for approval however, staff should refer to the Risk Acceptance Table to be certain that the appropriate staff are included in the approval chain.

3.5 Risk Treatment

Risk treatment is the process of determining which actions (if any) are being planned and implemented to address risks. In determining controls/treatments, it is helpful to refer to the guidelines for Prioritising Risk Ratings in Appendix Five, and the Hierarchy of Controls in Appendix Six.

When assessing risk treatments, it is important to select options that will allow for modification of risks, and assessing each control/treatment to see if the residual risk is tolerable. Some controls/treatments could include:

- Avoiding the risk by not following through on the risky activity or risky part of an activity;
- Modifying an activity to reduce risks;
- Persevering with a risk to pursue an opportunity;
- Removing the source of the risk;
- Introduce a policy or procedure to allow the risk to be managed;
- Train staff to manage the activity safely
- Hire specialists to conduct the activity;
- Modify the risk to change the likelihood or consequences;
- Sharing the risk with another party;
- Insuring the College adequately to reduce the effect of financial losses;
- Retaining the risk by informed decision.

Deciding on controls/treatments involves balancing costs and efforts of implementation against the potential benefits. Some controls/treatments are not justifiable on economic grounds, so it is important to consider the values and perceptions of all stakeholders. Sometimes, a risk control/treatment could lead to secondary risks, as a result of the treatment. When analysing these, they should be treated with the risk it was associated with, not as a new risk.

It is important that any residual risk is communicated and monitored appropriately to relevant stakeholders.

Risks dealt with via control/treatment implementation must be documented either in Compass, or providing the following required information in a detailed report submitted to relevant members of the College Executive or Board, documenting the reasons for decisions made:

- Description of the risk, its source or cause, and factors which affect it;
- Consequence/s and likelihood;
- Reasons for selection of control/treatment options, including benefits;
- The name and position of the person who is accountable for ensuring the control/treatment is carried out;
- Proposed actions contained in the control/treatment;
- Resources needed (including people, equipment, funds and/or materials), including provisions to cover any contingencies;
- How the effectiveness of the control/treatment will be assessed, and any constraints or limitations involved in measurement of success or otherwise;
- Reporting and monitoring of progress and completion, and to whom this will be reported;
- Timing and schedule;
- A description of residual risks.

3.6 Monitoring and Review

Throughout any risk management, risks and their controls/treatments must be monitored, ensuring that actions are being carried out according to the plan, in a timely way, and that controls/treatments are effective and efficient. Staff or Board members, depending on the nature of the risk and its controls, should be allocated to monitoring and review of the risk management process for each event or activity. When risk analysis is carried out via Compass Events, this process is required prior to having the Event approved.

Following an activity or event, organisers should reflect on the effectiveness of the risk assessment and controls/treatments applied. Results and any further information (such as lessons learned from near misses, changes, trends, successes or failures, internal or external changes, or emerging risks) should be noted. If further information pertains to a near miss, critical or emergency incident or reportable incident, the reporting processes for these circumstances must be followed, as outlined in the Critical and Emergency Incidents' Management Policy. These should be passed on to the College Executive to be entered into the College's Risk Management Schedule, and so that the risks and controls bank can be updated in the Compass Events module.

3.6.1 Board Reporting

Risk reporting to the College Board is primarily a process of providing assurance that the Risk Management Policy and processes are effective.

Board reporting should consist of:

- The number of new risks arising;
- Risks which, prior to controls/treatment, have been analysed as a high risk or high priority. The College Board should have a standing agenda item for its monthly meetings to deal with risks arising;
- Risk actions which have been completed;
- A summary of the overall risk status, from the Risk Management Schedule;
- A report of the risk assurance activities designed to assess the effectiveness of the College's Risk Management practices.

3.7 Risk Management Schedule

The College will maintain a Risk Management Schedule, which lists all identified risks and the controls put in place to control those risks. The Schedule contains the following information:

- Activity/event – a description of the activity/event which gave rise to the identified risk;
- Reporting level – whether the reporting of risks and risk mitigation progress occurs at the Executive or Board levels, or both;
- Identified risks arising from the activity/event;
- Legislation, standard or policy reference;

- Controls already in place to remove or mitigate the risk;
- The likelihood after controls, measured according to the Risk Reference Tables (Appendix Two);
- The consequences after controls, measured according to the Risk Reference Tables (Appendix Two);
- Revised risk level, calculated according to the Risk Rating Matrix (Appendix Four) and Acceptance Table (Appendix Five);
- Risk owner – the person responsible for ensuring that the controls and additional actions are in place and being monitored;
- Implementation timeline is an indication of the date that additional control actions are to be in place by;
- Early warning or reporting triggers will assist in monitoring the risk and controls in place;
- Notes or remarks.

5. Review

This policy should be reviewed at least every two years. Review will be conducted by the College Executive, drawing upon input and feedback from:

- College Leadership
- College Board
- WHS Committee
- External changes, such as changes to legislation or best practice

6. Other Relevant College Policies, Legislation and Guiding Documents

Workplace Health and Safety Policy/Manual
Excursion/Incursion Policy
Staff Handbook
Duty of Care Policy
Critical and Emergency Incidents' Management Policy
Risk Management Plan
Risk Management Schedule
Employment and Engagement Policy
Emergency Management Plan

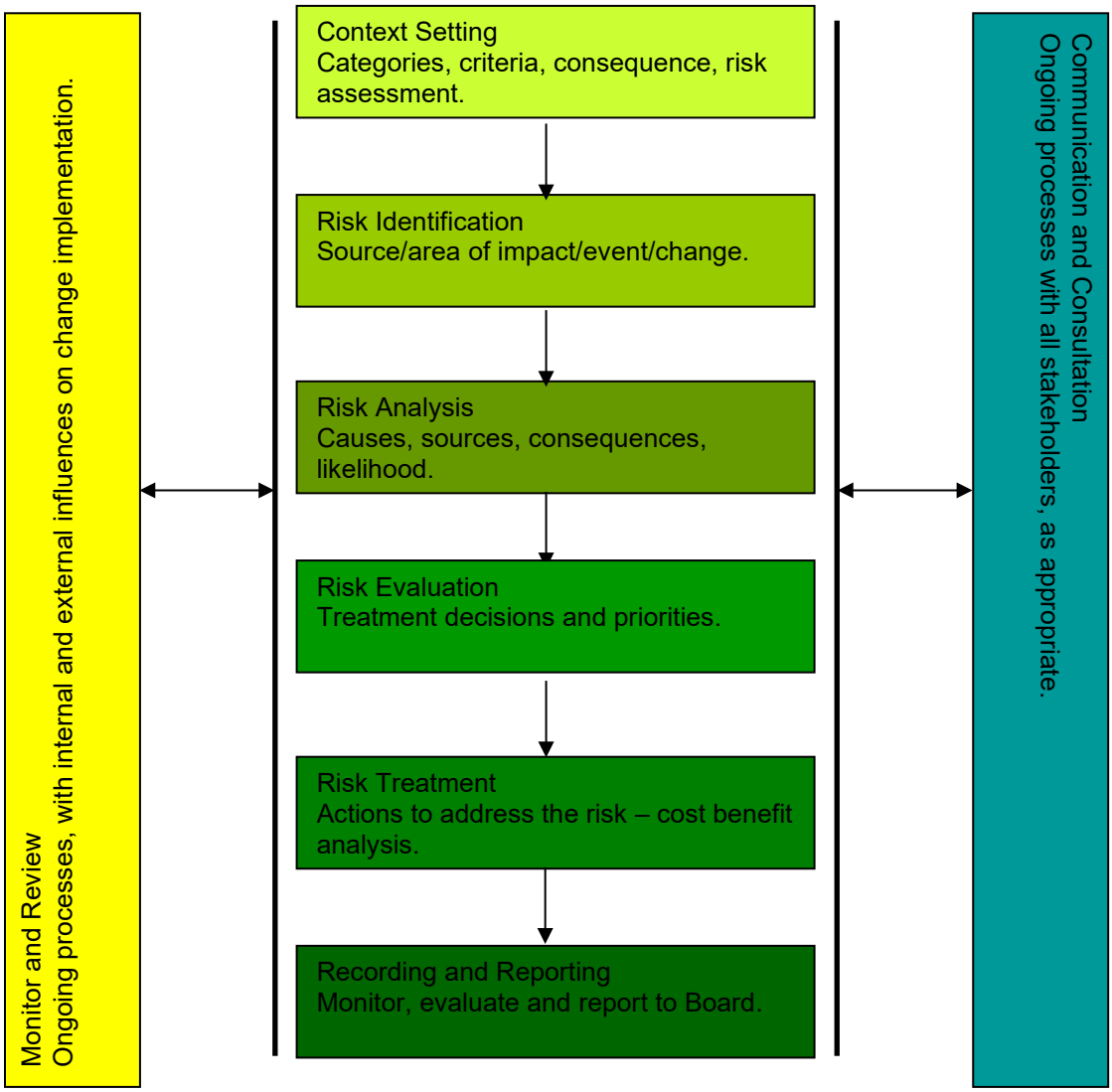
Australian Standard AS/NZS ISO 31000:2018 Risk Management – Guidelines
Australian Standard ISO IEC 31010:2009 Risk Management – Risk Assessment Techniques
Occupational Safety and Health Act 1984

AISWA Risk Management Guidelines

Risk Management Policy

Appendices

Appendix One – Risk Management Process Diagram



Appendix Two – Risk Reference Tables

The reference tables are used to identify the level of risk and help prioritise intervention strategies where necessary *(To be used in conjunction with a Risk Assessment).*

General Qualitative Measures of Consequence or Impact

Level	Risk	Impact on People	Financial	Reputation and Image	Interruption
1	Insignificant	No injuries	Less than $500	Low profile, no news item	Less than half a day
2	Minor	First Aid Treatment	$500 to $2,000	Low impact, low news profile	Up to a day
3	Moderate	Medical Treatment	$2,000 to $5,000	Moderate impact, moderate news profile	1 day to 1 week
4	Major	Death or extensive injuries	$5,000 to $100,000	Public embarrassment, high impact, high news profile, third party action	1 week to 1 month
5	Catastrophic	Multiple deaths or severe permanent disablements	More than $100,000	Public embarrassment, high impact, high news profile, third party action	More than 1 month

General Qualitative Measures of Likelihood Risk

Level/Score	Description	Frequency
5	Almost Certain	Likely to occur weekly
4	Likely	Likely to occur perhaps on a monthly basis
3	Possible	Could occur sometime - perhaps once a year
2	Unlikely	Might occur occasionally - perhaps once in 5 years
1	Rare	May occur in exceptional circumstances less than once in 10-20 years

Risk Evaluation

Score	Risk Level	Management of Risk
E	Extreme	Extreme risk; Immediate attention of Principal required
H	High	High risk; Executive Leadership attention required
M	Moderate	Medium risk, Management responsibility must be specified
L	Low	Low risk, acceptable and managed by routine procedures

Appendix Three – Example Measurement of Consequence Against Risk Categories

Level	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Regulatory	None	Minor infringement incurring penalty	Significant penalty	Infringement with significant penalty and jail term	Affecting school registration
Financial loss	<$5,000	>$5,000 and up to $20,000	>$20,000 and up to $100,000	>$100,000 and up to the level of cash reserves available	Exceeding available cash reserves held or accessible
Reputation and image (Including industry and community expectations)	Unsubstantiated, suggested improvements, contained within the College, no news item. Line Manager/ teacher involvement.	Substantiated, low impact, local press news item. Line Manager/ teacher involvement.	Substantiated, public embarrassment, multiple news reports, state press. Senior Management /Principal involvement.	Substantiated, public embarrassment, high impact, national news profile, third party actions, Principal involvement.	Substantial, public embarrassment, high widespread multiple national/ international news profile, third party actions. Government censure.
Information loss	Less than 2 days service interruption Few students affected	3-6 days service interruption Few students affected	1-2 weeks interruption OR Many students affected for days	2 weeks to 1 month interruption AND many students affected	More than 1 month interruption OR many students affected at critical times e.g. exams
Information communications technology	Minor malfunction to equipment	Loss of portion of facilities - replacement facilities possible	Loss of portion of facilities - replacement facilities not possible OR loss of significant portion of facilities	Loss of major portion of facilities for prolonged period	Loss of all or near-all facilities
Property and infrastructure	Minor malfunction to equipment	Loss of portion of facilities - replacement facilities possible	Loss of specialist facilities - replacement facilities not possible OR loss of significant portion of facilities	Loss of major portion of facilities for prolonged period	Loss of all or near-all facilities
Natural environment	Small waste or environmental damage unlikely to lead to liability or loss of reputation	Small waste or environmental damage unlikely to lead to liability but some loss of reputation	Waste or environmental damage leading to liability and substantial public embarrassment	Waste or environmental damage leading to significant liability and substantial, wide and prolonged publicity, and some loss of operations	Significant waste or environmental damage leading to significant liability, government censure and substantiated, wide and prolonged publicity, and significant loss of operations

Appendix Four – Risk Rating Matrix

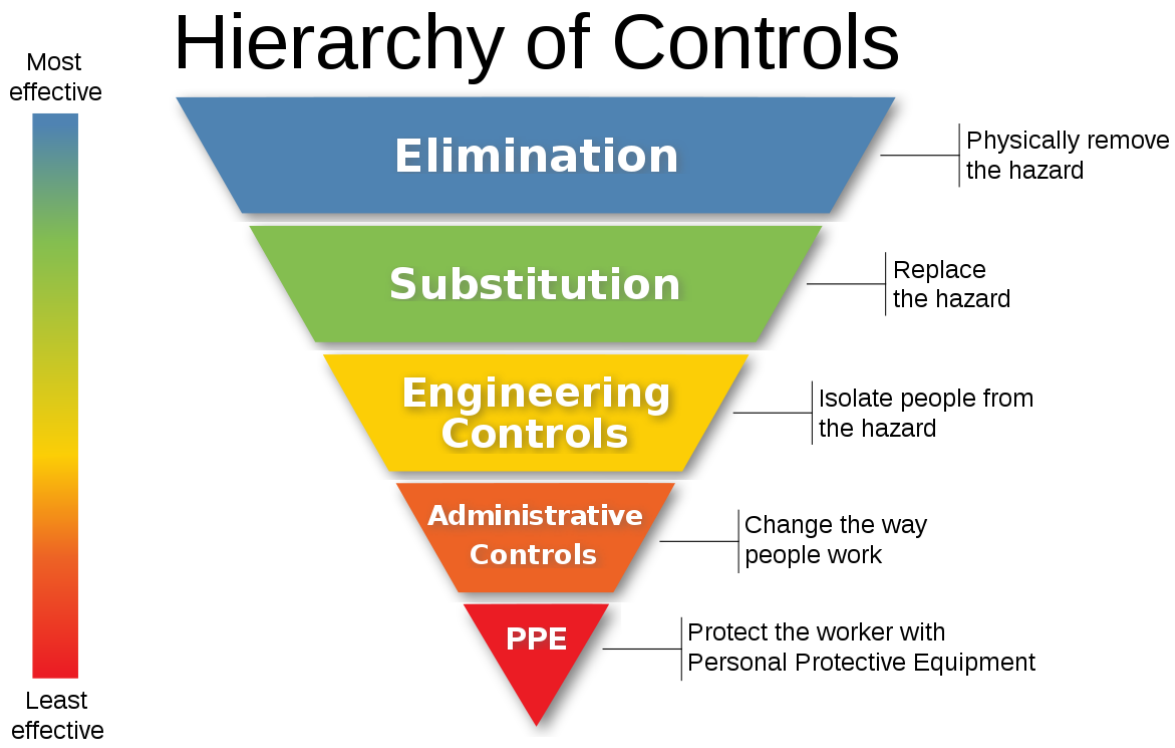
CONSEQUENCES *How severely could an individual/s and/or the College be adversely impacted?*		**LIKELIHOOD** *How likely is it that the event could occur?*					Risk Rating
		1	**2**	**3**	**4**	**5**	
		Rare *Exceptional circumstances*	**Unlikely** *Might occur occasionally*	**Possible** *Could occur sometime – perhaps once per year*	**Likely** *Likely to occur – perhaps monthly*	**Almost Certain** *Likely to occur – perhaps weekly*	
1	**Insignificant** *Dealt with by 'in-house' first aid; little support needed; little or no financial loss (<$100); no loss to reputation*	1	2	3	4	5	Major >= 15
2	**Minor** *Few injuries, no medical treatment required; some damage, but less than 24 hours disruption; some financial loss ($100-$1,000); some short-term reputational damage*	2	4	6	8	10	High Moderate 10-12
3	**Moderate** *Medical treatment required, but no fatalities; normal function with some inconvenience; significant financial loss ($1,000-$20,000); significant reputational damage*	3	6	9	12	15	Low Moderate 6-9
4	**Major** *Extensive injuries, fatalities suffered, external support needed; significant damage with many services limited; significant financial loss, assistance needed ($20,000-$100,000); significant long-term damage to reputation*	4	8	12	16	20	Minor <=5
5	**Catastrophic** *Many severe injuries and fatalities; extensive support needed; limited or no functioning services; major financial loss, perhaps unrecoverable (>$100,000); major, perhaps permanent damage to reputation*	5	10	15	20	25	

Appendix Five – Risk Acceptance Table and Prioritising Risk Ratings

Level of risk	Criteria of risk management		Who is responsible
1 – 3	Acceptable	With adequate controls	Principal, Business Manager or Team Leader
4 – 5	Monitor	With adequate controls	Principal, Business Manager or Team Leader
6 – 9	Management control required	With adequate controls	Leadership Team
10 - 12	Urgent management attention	Only acceptable with very effective controls	Leadership Team
15 - 25	Unacceptable	Only acceptable with very effective controls	Principal and Board

Prioritising Risk Ratings

Once the level of risk has been determined, the following table may be of use in determining when to act to institute the control measures.

Extreme	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures. Remove the hazard at the source. An identified extreme risk does not allow scope for the use of administrative controls or PPE, even in the short term.
High	Act immediately to mitigate the risk. Either eliminate, substitute or implement engineering control measures. If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.
Medium	Take reasonable steps to mitigate the risk. Until elimination, substitution or engineering controls can be implemented, institute administrative or personal protective equipment controls. These "lower level" controls must not be considered permanent solutions. The time for which they are established must be based on risk. At the end of the time, if the risk has not been addressed by elimination, substitution or engineering controls a further risk assessment must be undertaken. Interim measures until permanent solutions can be implemented: • Develop administrative controls to limit the use or access. • Provide supervision and specific training related to the issue of concern.
Low	Take reasonable steps to mitigate and monitor the risk. Institute permanent controls in the long term. Permanent controls may be administrative in nature if the hazard has low frequency, rare likelihood and insignificant consequence.

Appendix Six – Hierarchy of Controls