Vision

Scotch will develop and maintain a Risk Management Framework that is customised and relevant to our school. A primary objective is to protect the safety of the boys, staff, and others at our school properties, and at all events and trips organised by the School, whilst ensuring the breadth, innovation and independence of our programmes, which help define much of the distinctiveness of the School, are not compromised. The Risk Management Framework will also help protect the School from financial, reputational, and operational damage or loss as well as help it meet its strategic objectives.

Risk is inherent in all of the School's operations. The aim of risk management is not to eliminate risk, nor reduce or curtail programmes, rather to identify and mitigate risks to achieve an appropriate balance between maximising our objectives, e.g. the educational opportunities for the boys, and minimising the potential for negative outcomes.

A Risk Management Framework protects and empowers the School. It is not founded on a compliance-driven, “tick-the-box” exercise, rather it is a considered, comprehensive system that strengthens the prudential governance and management of the School.

Leadership and Culture of Risk Management at Scotch

The School Council, Principal and School Executive understand the significance of risk management and are committed to embedding it within the School's culture and operations. They specifically consider high-level and strategic risks which may impact the school.

All staff understand the value of risk management and are aware of relevant risk management processes and use them in their day-to-day work. Employees are encouraged to identify, analyse and manage genuine risks. Risk management processes and policies are communicated in a timely manner to all staff, boys, parents and other relevant parties as appropriate.

Strategic Oversight

The School Council exercises governance over risk management, particularly through its Risk Committee. The Risk Management Framework enables good governance of risk.

It is the responsibility of the School Executive to:

- develop the Risk Management Framework;
- implement the Risk Management Framework across the School; and,
- report regularly to the Risk Committee.

The Risk Committee currently meets four times per annum, and is responsible for governance of the Risk Management Framework, including:

- recommending its approval by Council;
- overseeing its implementation and confirming its operational effectiveness; and,
- ratifying policies as appropriate.

The Risk Committee receives regular reports on Risk Management from the School Executive including:

- a quarterly Risk Manager’s report;
- a quarterly report of high-level risk incidents;
- a quarterly internal audit report;
- as required overview of those high-level risks particularly pertinent to governance;
- quarterly OH&S results and annual OH&S trends;
- an annual Risk Register report including a Risk Matrix summary and high-level risks;
- the annual Internal Audit Plan; and,
as required, reports on significant relevant new legislation and the School’s response.

**Operational Management of Risk**

**Integrated use of Risk Registers**

Risk Registers covering each section of the School are developed by staff at all levels. They are reviewed and updated as required following major incidents, and at least annually. Risk Registers help staff undertake day-to-day activities in a safe manner, enable comparison over time, and help identify priority areas for action and opportunities for improved practice.

Reports are generated from the Risk Register and risks are identified and mitigations prioritised with clear accountability.

**Processes of Compliance**

The School has clear processes in place to facilitate compliance with its legal and regulatory obligations, including those of the Victorian Institute of Teaching (VIT), as well as with all our internal policies and agreed practices.

This process includes:

- updating of the School’s policies and procedures as required, and, otherwise, at least annually, by the person responsible for the policy;
- confirming compliance of the School’s policies and procedures with legal and regulatory obligations, once a term by the Risk Manager and the Safety Officer;
- monitoring, by relevant members of staff, the Risk Manager and the Safety Officer, of emerging areas of compliance; and,
- creating a register containing:
  - a list of all documents, policies and practices pertaining to compliance requirements;
  - the name of the person responsible for each particular document; and,
  - the date each document needs to be reviewed as part of the School’s cycle of review.

This register will be reviewed each term by the Risk Manager to ensure compliance, with a report provided to the School Executive.

Regular meetings of staff involved with the formation of each document will be held to ensure compliance. All members of staff within a particular compliance area have the responsibility to raise compliance issues with the person directly responsible for the document.

**Auditing and Contingency Planning**

**External Audit**

The External Audit gives the School confidence that a risk-based audit of its financial systems is undertaken annually. Whilst it does not give an iron clad guarantee, it provides comfort that financial reports give a true and fair view of the underlying financial results and that we comply with Accounting Standards and reporting requirements. Other internal systems and processes add to our confidence about these and other financial compliance matters.

**Internal Audit**

Internal Audits deal with broader operational areas. Internal Audits are useful tools in providing confidence to both the School Executive and the Council, that what we believe to be happening is, in fact, actually occurring.

Internal Audits test the practical operation of the School’s policies, procedures and identified mitigations (from the Risk Register) across the School.

The School’s Internal Audits:

- identify any weaknesses;
- identify improvement opportunities from an understanding of good practice;
- confirm the School’s controls and mitigation strategies are appropriate and effectively operative; and,
- make recommendations to the School Executive.

The Internal Audit will be carried out by the Risk Manager and the Safety Officer, and, as required, specialist external personnel.

An annual Internal Audit Plan will be developed and will articulate those areas of the School’s risk operations that are to be audited during the year. The plan is informed by the risk priority areas as identified by the Executive, the Council and the Risk Register. The Internal Audit will generate a quarterly Internal Audit Report to be discussed by the School Executive and presented to the Risk Committee.

**Contingency Planning for High-Impact Risk Events**

Despite all risk mitigations, a high-impact risk event may eventuate. The School will undertake considered contingency planning to cover such events.

This will include:

- adequate insurance cover for significant financial losses we do not wish to bear;
- periodic practice drills involving boys and staff, for significant risks, e.g. fire drills and evacuation or lockdown practices; and,
- critical incident planning, including contracting a media relations company on a retainer basis to advise on timely and appropriate communications in the event of a critical incident.

Note that contingency planning for dealing with lower level risks is expressly dealt with in the Risk Register and actioned accordingly.