CARNARVON
CHRISTIAN SCHOOL
"Walk as Children of Light"

RISK MANAGEMENT POLICY

[Adopted 8 June, 2004]
Review March 2027

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1 Preamble

This Policy covers Carnarvon Christian Parent Controlled School Association (Incorporated) which administers Carnarvon Christian School. This Policy is intended to protect the interests of all students, staff, visitors, volunteers and contractors to ensure their safety, security and wellbeing.

While this policy addresses particular categories of risk more thoroughly than others, risks should not be limited to injury and finance alone but should include Enrolment, Reputation and Perceptions, Finances, Physical Facilities, Standards and Governments [See Appendix F)

This Policy provides information and tools to effectively manage and reduce the everyday risks that can and will be evident within the School environment or outside the school environment.

When considering risks at CCS, the highest priority is given to the best interest of the students.

2 Definition of Terms

- Risk – The effect of uncertainty on objectives. It is characterised by potential and consequences.
- Risk Management – The coordinated activities used to control potential variations to plans to maximise opportunities and minimise loss.
- Risk Owner – The person who has the authority to manage and who is accountable for a risk.
- Stakeholder – Any organisation or person who may be affected or thinks they may be affected by an activity.
- Control – A measure that modifies a risk.

3 Key Principles:

- The Governing Body has the ultimate responsibility for ensuring that appropriate Risk Management protocols are being implemented in the school.
- The Principal of Carnarvon Christian School is responsible for overseeing and encouraging good risk management practices in the day-to-day operation of the school.
- All staff of Carnarvon Christian School have a responsibility to support and care for each other and for all those who come on to the grounds of the school.
- All incidents are to be managed in such a way to give highest priority to the best interests of the child.

4 Why Risk Manage?

Good risk management policies and procedures will;

- help schools achieve their goals
- encourage leadership to be proactive
- help schools comply with legal requirements
- improve stakeholder trust in the school
- bring resource efficiencies
- improve Occupational Safety & Health compliance
- improve duty-of-care to students
- minimise loss after a crisis
- help in decision making
- create and protect the value of the school
- allow schools to make the best of opportunities
- provide accountability in decision making
- reduce the incidence of costly mistakes

5. When to Risk Manage

Although Risk Management should be applied at some level for all activities it should be in particular when;

- changing or adding a policy
- developing a strategic plan
- starting new projects
- expending significant amounts of money
- looking at sensitive issues
- Staff plan student activities

6 Principles

Effective Risk management begins with the following principles. Risk management;

- is part of all activities
- is part of all decision making
- always considers uncertainty and how it can be addressed
- is systematic and proactive
- is based on accurate information and considers limitations of information
- is built on the individual school
- considers human nature and cultural factors
- is transparent and involves all stakeholders
- changes with the environment

7 CCS policies and procedures relating to Risk Management

- Bush Fire Policy
- Child Safety and Welfare policy.
- Excursion, Incursions and Camps
- Child Protection
- Compliance Issues
- Health & Safety [formerly Occupational Safety and Health] – Including Chemicals & Electrical equipment
- Duty of Care policies
- Critical Incident, Crisis and Emergency Management Policy and plan
- Volunteers
- Behaviour Management Policy
- Maintenance
- Playground supervision
- Bullying [see Behaviour Management Policy]
- Sport
- Transport & road safety [see Drug Education Policy]
- Privacy Policy
- working Conditions, Award Compliance
- Strategic Plans
- Satisfaction Survey Results/ School Reputation
- Board Confidentiality protocols and agreements
- Annual Reports
- Student NAPLAN results and reviews
- Insurance Covers

8 Roles:

8.1. Role of Carnarvon Christian School Board is to:

- Establish and review policies on risk management
- Identify and evaluate significant risks faced by Carnarvon Christian School
- Undertake an annual audit of effectiveness of the control systems for managing risk
- Set the tone and influence the expectations and culture in respect of risk management within the school
- Determine what categories and degrees of risk are acceptable and which are not and the criteria for determining these assessments
- Set the standards and expectations for the staff with respect to responsible workplace behaviours
- Determine appropriate level of exposure for Carnarvon Christian School
- Assess and confirm the risk profile or exposure to risk for CCS
- Monitor the management protocols for significant risks in order to reduce the likelihood of unwelcome events/incidents
- Satisfy itself that less significant risks are being actively managed and not ignored

8.2. Role of the Risk Management Committee:

- The Risk Management Committee shall provide advice and assistance to Carnarvon Christian School on matters of student and staff safety including school grounds and on matters of risk to the school.
- The Risk Management Committee shall meet once a term to do an independent audit of scheduled aspects of the school and report all findings to the OH&S officer. OH&S officer shall chair all meetings. See Maintenance Schedule.

8.3. Role of Carnarvon Christian School Principal

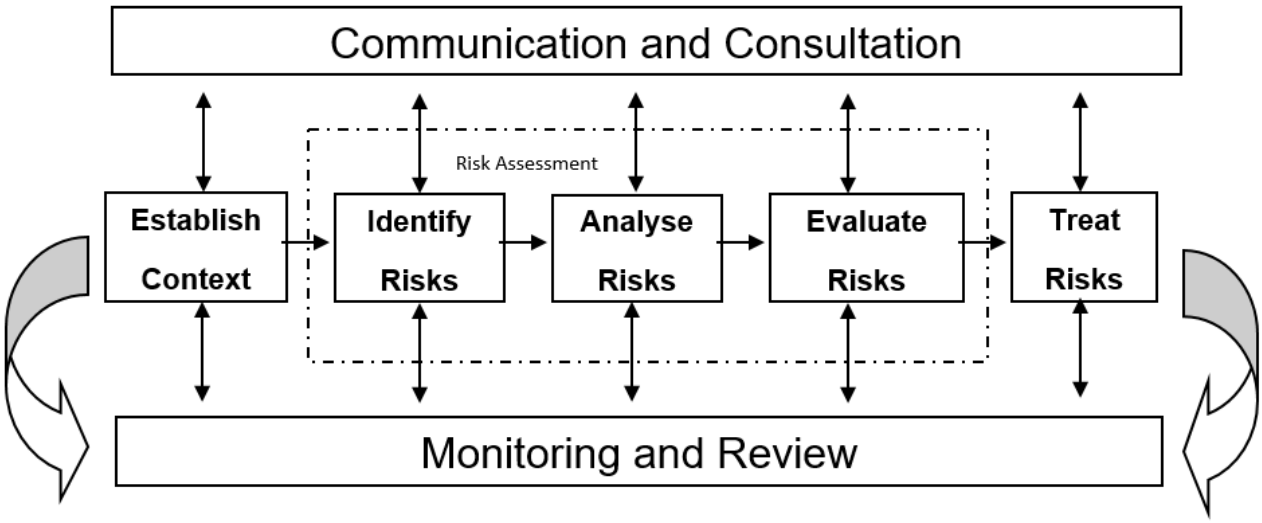
- Report to the Carnarvon Christian School Board on activities of significant risk.
- Oversee and approve/deny planned school activities that involve risk review [example excursions]
- Health and safety objectives are communicated to all staff and visitors.

8.4. Role of Carnarvon Christian School Staff

- Follow policy
- Use appropriate documents
- Report all observations of heightened risk to the OS& H Officer

9. Process of Managing Risks

Managing risk involves logical and systematic thinking. A typical risk management process is summarized in the following table:



9.1 Communication and Consultation

Both internal and external stake holders need to be consulted and kept informed as the school develops and implements its Risk Management Policy. A consultative and open process will help ensure:

- all stakeholders are considered;
- clear identification of all risks;
- all expertise is used;
- all parties are aware of the risk and the treatment devised.
- nothing is missed

9.2 Establish Context

9.2.1 External: political, legal, competitive and regional environments

9.2.2 Internal: ethos of school, strategic directions, school culture, contracts let, existing policies.

9.3 Risk Assessment involves

9.3.1 Risk Identification

Risk register could include:

- Analysis of accident reports
- Staff 'brain storming' sessions
- A policy review looking for risks
- Reports from industry experts
- The experience of other schools
- Surveys – for example this list of the top 10 risks a school faces resulted from a national survey in England:
  1. Cash flow
  2. Government policy and political change
  3. Compliance failure
  4. Affordability of an Independent school education
  5. Reputation damage
  6. Leadership or governance failure
  7. Major incident
  8. Public perception of Independent schools
  9. Cyber security
  10. Recruitment and retention
  11. Competition
  12. Management of intellectual capital

9.3.2 Risk Analysis

The risk analysis will include the likelihood of the event occurring and the consequence if the event occurred. Use the following tables below.

10. <u>What is the Likelihood AND consequence of this event occurring?</u>

What is the likelihood of this event occurring?

Rarely	happens (never heard of this happening, but I guess it could)
Unlikely	to happen (I did hear of this happening once or twice before)
Possible	to happen (It has happened to us or to others like us)
Likely	to happen (Usually occurs at least once every couple of years)
Definitely	will happen (It has happened nearly every year)

What are the consequences likely to be?

Negligible	No injuries of fatalities Little support needed Little or no financial loss (<$100) No loss to reputation
Small	Few injuries no fatalities Some damage. Less than 24hrs disruption Some financial loss ($100 - $1000) Some short term damage to reputation
Moderate	Medical treatment required no fatalities Normal function with some inconvenience Significant financial loss ($1000 - $20000) Significant damage to reputation
Serious	Extensive injuries. Fatalities. External support needed. Significant damage. Many services limited. Significant financial loss, assistance needed. ($20000 - $100000) Significant long term damage to reputation
Catastrophic	Many severe injuries and fatalities. Many hospitalised. Extensive support needed. Limited or no functioning services. Major financial loss. Perhaps unrecoverable. (>$100,000) Major, perhaps permanent damage to reputation

Risk Matrix

Likelihood	Consequence				
	Catastrophic (5)	**Critical (4)**	**Major (3)**	**Moderate (2)**	**Minor (1)**
Likely (A)	Extreme	Very High	High	Medium	Medium
Probable (B)	Extreme	Very High	High	Medium	Medium
Possible (C)	High	High	Medium	Medium	Low
Improbable (D)	Medium	Medium	Medium	Low	Low
Rare (E)	Low	Low	Low	Low	Low

11 Risk Treatment

- a review of existing controls;
- agreement on the root cause of the risk or, if the risk has a number of contributing risk factors, which ones need to be controlled;
  - o determining which risk treatment(s) will be implemented.
  - o eliminate the risk by not doing the risky activity or the risky part of an activity
  - o modify the activity to reduce risks
  - o introduce a policy and procedure to allow the risk to be managed
  - o train staff to manage the activity safely
  - o hire specialist people to conduct the activity
  - o insure the school adequately to reduce effect of financial loss

Risk treatment also involves:

- documenting the decisions;
- determining who is accountable for implementing the option(s);
- allocating resources.

12 Monitoring and Review

- allocation of personnel to do the monitoring and review;
- measuring to see if the treatment was effective;
- determining if further information is required;
- checking to see if other risks are emerging;
- doing a cost benefit analysis to see if the activity was ‘worth it.’

13 Risk Management Documentation and Plan B

If the risk becomes too great due to changing circumstances, then plan B will take effect. This could mean postponement or even cancellation of the event.

14 Guidelines for Carnarvon Christian School Activities

14.1 Always ask these questions…

- What is the best interests of the child?
- What is the educational benefit of the proposed activity?
- What risks are inherent in the activity?
- Do the benefits justify the risk?
- Do our insurers cover us for this activity?

14.2 Teacher actions before carrying out an excursion or activity:

- Teacher shall first do a risk analysis of all excursions or activities which may vary from normal classroom routine.
- Teachers will obtain permission from CCS Principal before any planned
- Excursion is confirmed. SEE Appendix C *Excursion Risk Analysis*
- Teachers must always obtain informed consent from parent/carer SEE
- Appendix D *EXCURSION CONSENT FORM FOR PARENT /GUARDIAN*

Appendix A: Risk Reference Tables

RISK MATRIX (taken from Worksafe WA)

		Likelihood				
		1	2	3	4	5
Consequence		**Rare** The event may occur in exceptional circumstances	**Unlikely** The event could occur sometimes	**Moderate** The event should occur sometimes	**Likely** The event will probably occur in most circumstances	**Almost Certain** This event is expected to occur in most circumstances
1	**Insignificant** No injuries or health issues	LOW	LOW	LOW	LOW	MODERATE
2	**Minor** First aid treatment	LOW	LOW	MODERATE	MODERATE	HIGH
3	**Moderate** Medical treatment, potential LTI	LOW	MODERATE	HIGH	HIGH	CRITICAL
4	**Major** Permanent disability or disease	LOW	MODERATE	HIGH	CRITICAL	CATASTROPHIC
5	**Extreme** Death	MODERATE	HIGH	CRITICAL	CATASTROPHIC	CATASTROPHIC

Risk Rating:

Low risk:	Acceptable risk and no further action required as long as the risk has been minimised as far as possible. Risk needs to be reviewed periodically.
Moderate risk:	Tolerable with further action required to minimise risk. Risk needs to be reviewed periodically.
High risk:	Tolerable with further action required to minimise risk. Risk needs to be reviewed continuously.
Critical risk:	Unacceptable risk and further action required immediately to minimise risk.
Catastrophic risk:	Unacceptable risk and urgent action required to minimise risk.

Example 2

Consequence	Definition
Catastrophic (5)	• **Capability:** Indefinite loss of capability to the school/ inability to conduct activity. • **Safety:** Many fatalities or numerous equipment losses. • **Outcomes:** Failure to achieve the outcomes that is essential to the conduct of the activity. • **Public/Image/Morale:** Widespread public condemnation of long term media condemnation or formal Government inquiry.
Critical (4)	• **Capability:** Long Term degradation of capability of the school. • **Safety:** Few fatalities or single teaching assets loss. • **Outcomes:** Failure to achieve an essential teaching objective with significant support implications. • **Public Image/Morale:** Widespread public discontent with school with prolonged adverse media attention or coronial inquest.
Major (3)	• **Capability:** Temporary loss or severe degradation to capability of the school. • **Safety:** Serious injuries that could result in permanent disability or significant teaching assets loss. • **Outcomes:** Failure to achieve an important teaching objective with serious support implications. • **Public Image/Morale:** Negative reaction by public interest groups and short term national media attention. Work morale seriously affected but recoverable.
Moderate (2)	• **Capability:** Substantial temporary degradation to capability of the school. • **Safety:** Injuries that could result in temporary disability and/or serious equipment damage. • **Outcomes:** Failure to achieve an important teaching objective with significant local support implications. • **Public Image/Morale:** Local prolonged media attention and negative public reaction. Work morale slightly affected.
Minor (1)	• **Capability:** Temporary degradation of capability of the school. • **Safety:** Minor injuries requiring medical attention or minor asset damage. • **Outcomes:** Partial achievement of outcomes with significant local support implications but does not affect main objectives. • **Public Image/Morale:** Local short-term media attention and negative public reaction. Work morale slightly affected.

Example 3

Severity	Consequences				
	Financial Loss	Health	Infrastructure	Reputation	Legal
5	>$10 000 000	Multiple fatalities. Significant injuries too many people	Serious long term damage.	Serious long term loss.	Significant fines and legal action.
4	$1000 000	Single fatality. Significant injury to several people.	Serious medium term damage.	Significant loss.	Some legal action.
3	$100 000	Some injury to several people.	Some short term damage.	Some attention from media.	Serious compliance issues.
2	$10 000	Some people hospitalized.	Little damage.	Very little media attention.	Minor legal action.
1	<$10000	No injury.	No damage.	No media attention.	No compliance or legal issues.

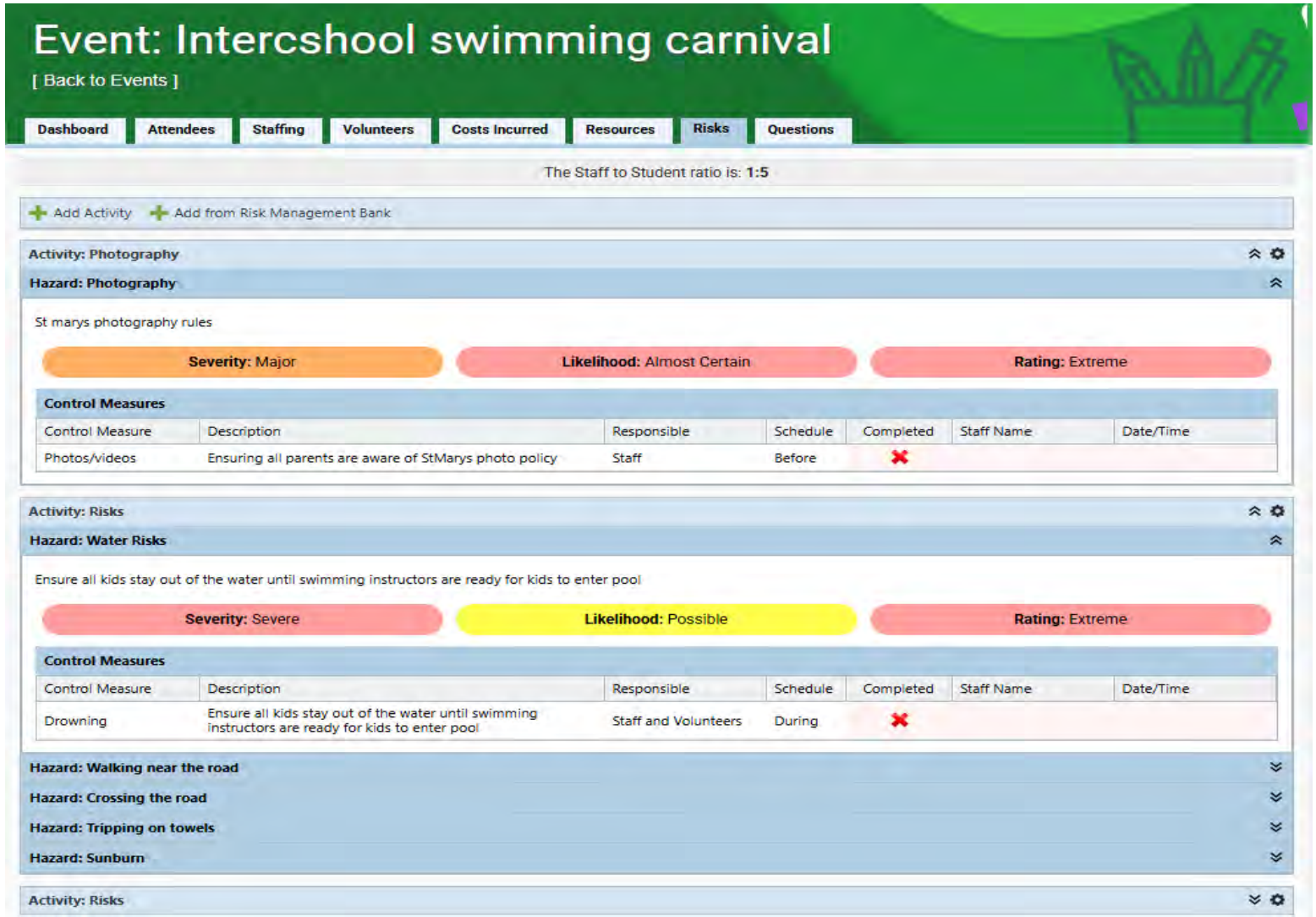
Likelihood Tables

Example 1

Likelihood	Frequency
Almost Certain	Once a year
Likely	Once every 3 years
Possible	Once every 10 years
Unlikely	Once every 30 years
Rare	Once every 100 years
Very rare	Once every 1000 years
Almost Incredible	Once every 10000 years

RISK ASSESSMENT

Appendix B: Forms and Plans



Event: Intercshool swimming carnival

[Back to Events]

Dashboard | Attendees | Staffing | Volunteers | Costs Incurred | Resources | Risks | Questions

The Staff to Student ratio is: **1:5**

Add Activity Add from Risk Management Bank

Activity: Photography

Hazard: Photography

St marys photography rules

Severity: Major | **Likelihood:** Almost Certain | **Rating:** Extreme

Control Measures

Control Measure	Description	Responsible	Schedule	Completed	Staff Name	Date/Time
Photos/videos	Ensuring all parents are aware of StMarys photo policy	Staff	Before	✖		

Activity: Risks

Hazard: Water Risks

Ensure all kids stay out of the water until swimming instructors are ready for kids to enter pool

Severity: Severe | **Likelihood:** Possible | **Rating:** Extreme

Control Measures

Control Measure	Description	Responsible	Schedule	Completed	Staff Name	Date/Time
Drowning	Ensure all kids stay out of the water until swimming instructors are ready for kids to enter pool	Staff and Volunteers	During	✖		

Hazard: Walking near the road

Hazard: Crossing the road

Hazard: Tripping on towels

Hazard: Sunburn

Activity: Risks

Excursion Risk Management Plan – used for 2024 Excursions (superseded by new excursion forms digitally through Compass)

Carnarvon Christian School
Risk Management plan

CREATED: 21st March 2024

RISK MANAGEMENT PLAN

A Risk Management Plan must be prepared for all onsite and offsite recreation and outdoor education activities. For offsite activities the Risk Management must be submitted with the relevant excursion approval form and the Principal is the Excursion Approval Authority.

ACTIVITY									
Name of Activity			Start time:			Start date:			
Location / venue address and contact details:			Finish time:			Finish time:			
Brief description of Activity/activities									
Year groups involved		Total students		Male:		Female:			
Teacher in Charge			Experience/qualifications						
Vehicle make, model and registration number if travelling									
PURPOSE									

SUPERVISION	
Is The task being supervised?	Yes No
Who will be supervising including volunteers?	
COMMENT:	

CONTROL MEASURES in place
What immediate corrective action will need to be taken?

FUTURE RECOMMENDATIONS

SIGNED AND DATED BY THE PRINCIPAL/DESIGNATED PERSON:

RISK ASSESSMENT RECORDING SHEET

(use Risk rating matrix on next page)

Activity; Risk assessment	Risk Level	Risk Control
1.	LOW [x] serious MOD. [ ] HIGH [ ] VERY HIGH [ ]	
2.	LOW [x] minor MOD. [ ] HIGH [ ] VERY HIGH [ ]	
3.	LOW [ ] MOD. [ ] HIGH [ ] VERY HIGH [ ]	
4.	LOW [ ] MOD. [ ] HIGH [ ] VERY HIGH [ ]	
5.	LOW [ ] MOD. [ ] HIGH [ ] VERY HIGH [ ]	

Risk Analysis Example

Planned Activity		Risk review conducted by	
Date activity commences		Date of risk review	

Reference	The Risk	What could happen?	How could it happen	Existing controls.	Risk Analysis			Risk Priority	Treatment	Other controls recommended.
					Likelihood	Consequence	Level of risk.			
1	Student falls	Knot fails	Poor technique	Qualified instructor used	Possible	Severe injury or fatality	3	2	yes	Second instructor checks knots.

Risk Treatment Plan

Planned Activity	Athletics carnival	Risk review conducted by	Sports HOD
Date activity commences	2/11/2011	Date of risk plan	4/5/2011

Risks In Priority Order (from review)	Treatment Options	Preferred Option	Cost-Benefit	Person to Implement Option	Completion Date of Implementation	Monitoring Process
Prickles	Poison spray Pull out weeds	poison	accept	Head gardener	End September	Head gardener
Sprinkler holes	Fill in holes. Change to overhead watering. Have covers made.	Make covers	accept	Maintenance	End of October	maintenance

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RISK MANAGEMENT REGISTER

(General Format for Excel Spreadsheet for Each Category)

Category: Operational	**Date:**	**Revision No:**

Risk Area	Hazards/Area of Concern What could cause injury or ill health, damage to property, damage to reputation or damage to the environment	Risk What could go wrong and what might happen as a result	Existing Control Measures	Initial Risk Rating			Potential Control Measures (Consider Hierarchy of Control - Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls, PPE)	Responsibility	By When	Decision/ Status	Residual Risk Rating			Comments
				C	L	RR					C	L	RR	

Key: C = Consequence; L = Likelihood; RR = Relative Risk

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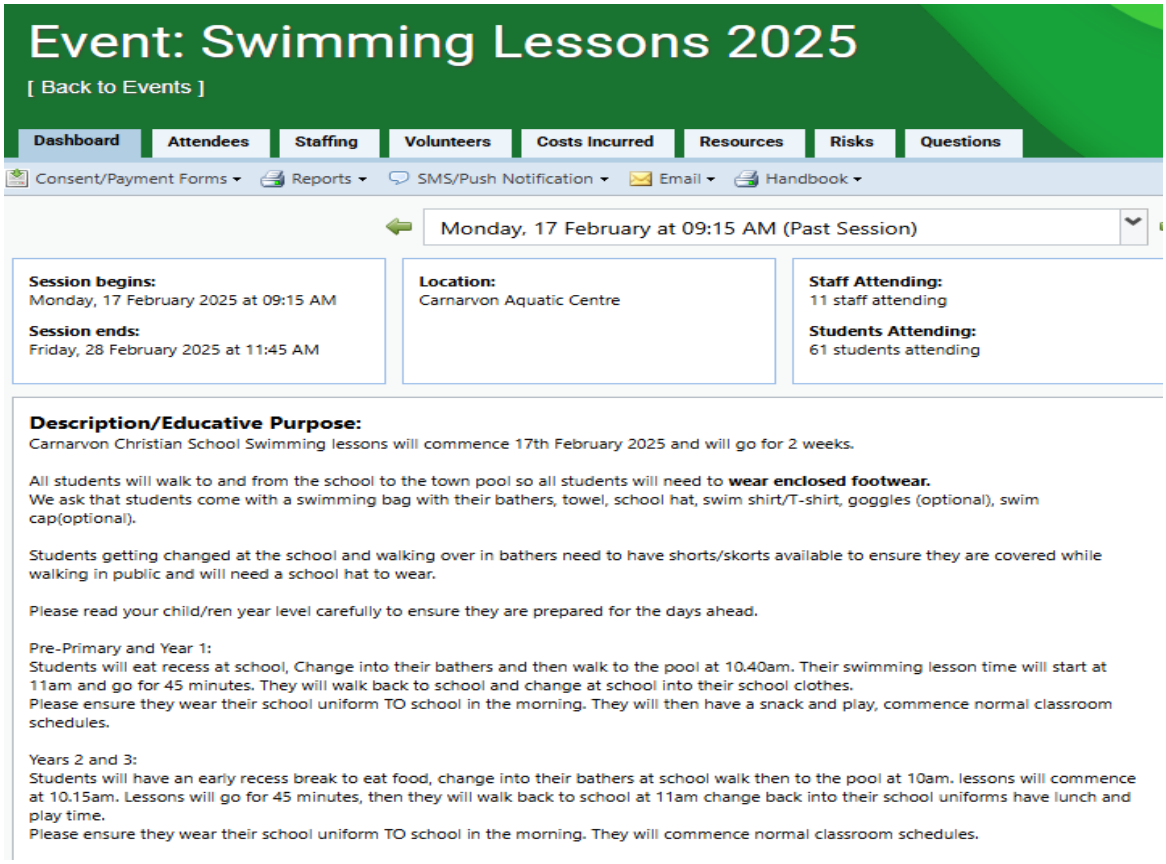
Appendix D: EXCURSION CONSENT FORM FOR PARENT /GUARDIAN

2025 consent forms are done digitally through Compass along with Risk assessment. Examples:



Event: Swimming Lessons 2025

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Dashboard | Attendees | Staffing | Volunteers | Costs Incurred | Resources | Risks | Questions

Consent/Payment Forms | Reports | SMS/Push Notification | Email | Handbook

Monday, 17 February at 09:15 AM (Past Session)

Session begins:
Monday, 17 February 2025 at 09:15 AM

Session ends:
Friday, 28 February 2025 at 11:45 AM

Location:
Carnarvon Aquatic Centre

Staff Attending:
11 staff attending

Students Attending:
61 students attending

Description/Educative Purpose:
Carnarvon Christian School Swimming lessons will commence 17th February 2025 and will go for 2 weeks.

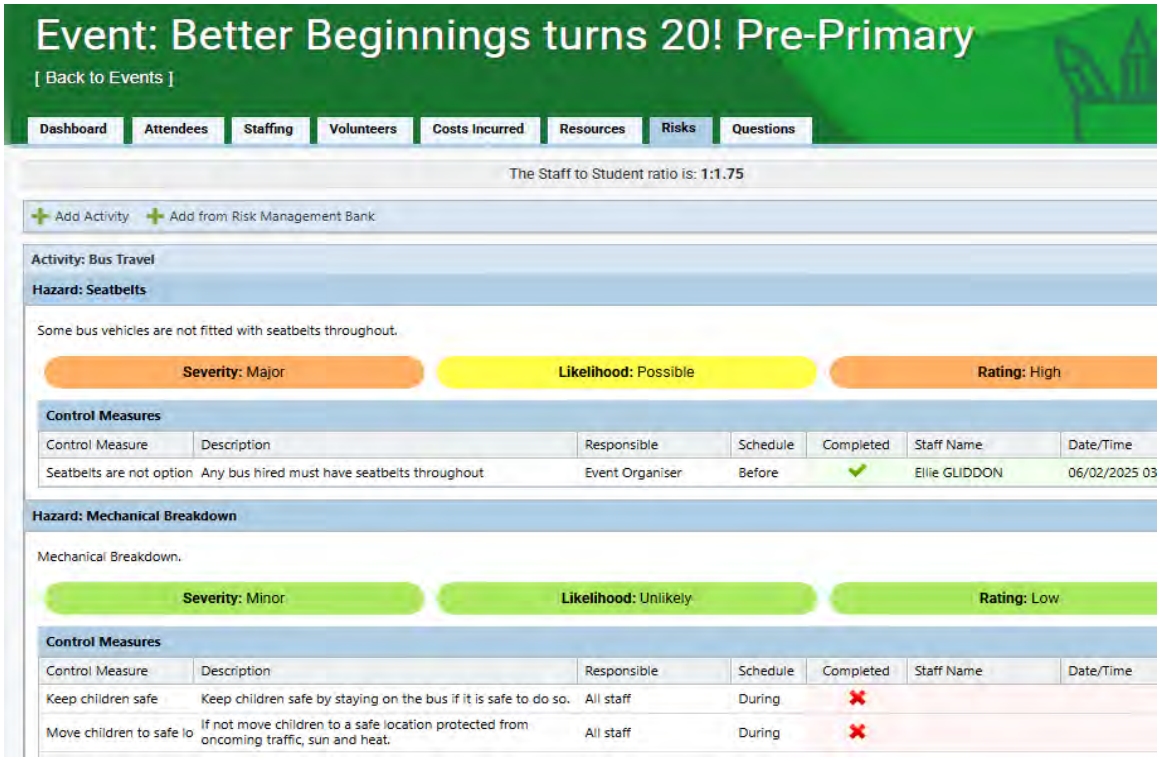
All students will walk to and from the school to the town pool so all students will need to **wear enclosed footwear.**
We ask that students come with a swimming bag with their bathers, towel, school hat, swim shirt/T-shirt, goggles (optional), swim cap(optional).

Students getting changed at the school and walking over in bathers need to have shorts/skorts available to ensure they are covered while walking in public and will need a school hat to wear.

Please read your child/ren year level carefully to ensure they are prepared for the days ahead.

Pre-Primary and Year 1:
Students will eat recess at school, Change into their bathers and then walk to the pool at 10.40am. Their swimming lesson time will start at 11am and go for 45 minutes. They will walk back to school and change at school into their school clothes.
Please ensure they wear their school uniform TO school in the morning. They will then have a snack and play, commence normal classroom schedules.

Years 2 and 3:
Students will have an early recess break to eat food, change into their bathers at school walk then to the pool at 10am. lessons will commence at 10.15am. Lessons will go for 45 minutes, then they will walk back to school at 11am change back into their school uniforms have lunch and play time.
Please ensure they wear their school uniform TO school in the morning. They will commence normal classroom schedules.



http://www.safetyrisk.net/risk-assessment-form-templates/

CARNARVON CHRISTIAN PARENT CONTROLLED SCHOOL ASSOCIATION (INC)

REVISIONS AND ADDENDA

Revision Date	Clauses Affected	Page Number	Operative Date
Version 1 adopted	Creation of document	Whole document	8/6/2004
Feb 2010	Updated	Whole doc	Feb 2010
August 2012	Updated	Whole doc	Aug 2012
August 2014	Updated	Whole doc	August 2014
May 2016	Added to appendix	appendix	
May 2016	Document Review – Approved by Board		
2018	Whole document review		Principal
June 2020	Document revised	All	June 2020
May 2023	Document Review		Immediately (pending board approval)

May 2024	Email address amended Logo amended Address Footer added to document	Page 18	Stella Jinman
March 2025	Appendix B updated Appendix D updated Appendix E removed		Toni Radcliffe
April 2025	Excursion manual risk form removed Add screenshot of new Risk used in Compass Update risk management register		Toni Radcliffe