

# RISK MANAGEMENT

**Scope:** This policy applies to all Catholic kindergartens, schools and colleges (including the Catholic Education Office) conducted by Catholic Education - Diocese of Rockhampton (referred to as CEDR in the document).

## 1. POLICY STATEMENT

Catholic Education - Diocese of Rockhampton (CEDR) is committed to providing a safe and supportive environment for all students, staff, and the broader school community. Therefore, CEDR adopts a strategic and structured system wide approach to risk management, to ensure an appropriate balance between realising opportunities and minimising losses, to support the delivery of CEDR's mission.

## 2. DESCRIPTION

CEDR's operations include kindergartens, schools and colleges, with over 18,000 students and more than 3,500 staff in central Queensland. As an organisation that is part of the education sector, CEDR needs to manage risks appropriately. This policy exemplifies CEDR's commitment to reduce its risk profile.

The International Organisation for Standardization (*ISO*) 31000:2018 *Risk Management – Guidelines* defines risk management as "coordinated activities to direct and control an organisation with regard to risk". CEDR's risk management activities are based on the international, best practice standards and guidelines developed by ISO.

CEDR considers risk management as a critical aspect of establishing a culture of strong governance and effective management. CEDR's approach focuses on safety of students and staff, informed decision-making, encouraging innovation and growth, accountability, reputation protection, business continuity and loss minimisation.

CEDR has an established *Risk Management Framework* that supports this policy. The framework articulates CEDR's approach to the systematic identification, assessment, and prioritisation of risks followed by the application of resources to minimise, monitor, and control the probability and impact of both foreseen and unforeseen events. CEDR's risk management framework provides the mechanisms and methods in how the organisation will support the direction of the policy, and addresses how risks will be identified, monitored, managed, reported and escalated. This includes the management of strategic, operational, financial, and compliance risks.

## 3. IMPLEMENTATION

### **CEDR Risk Management Framework**

The CEDR *Risk Management Framework* provides CEDR with guidance in the way that risks are identified, managed, monitored, assessed, reported and escalated; this enables CEDR to make considered decision making in all areas of risk, including safeguarding. Application of CEDR's *Risk Management Framework* will provide the basis for:



1. **Enhanced Safety and Security:** By identifying and mitigating potential risks, CEDR can create a safer environment for students, staff, and visitors.
2. **Improved Decision-Making:** Implementing a systematic approach to risk management assists CEDR staff to make informed decisions by understanding the causes and impacts of various risks.
3. **Financial Stability:** Effective risk management can prevent financial losses by addressing risks related to budgeting, funding, and resource allocation.
4. **Compliance with Regulations:** CEDR can ensure they meet legal and regulatory requirements, avoiding breaches, penalties and legal issues.
5. **Reputation Management:** Proactively managing risks helps maintain the school's reputation by preventing or managing risks that could harm its image.
6. **Operational Efficiency:** Identifying and addressing operational risks can lead to more efficient processes and better use of resources.
7. **Crisis Preparedness:** A robust risk management framework enables a process in which CEDR can triage and manage risk events, which includes the supporting plans and policies that are in place to ensure that CEDR is managing critical incidents appropriately.
8. **Stakeholder Confidence:** The management of risks provides assurance and confidence to all stakeholders (including parents, students, staff, and the school community) that CEDR will manage risks appropriately, which will enable CEDR to be resilient regardless of any risks it needs to manage, which will secure a safe and stable learning environment.

#### **Risk Management Governance**

Risk Management is aligned to CEDR's governance structure to ensure transparent oversight and effective risk management across all levels of the organisation:

- **Diocesan Education Council (DEC):** Holds overarching governance responsibility, providing strategic direction and ensuring alignment with the broader mission of the diocese. The DEC provides a layer of assurance to the Bishop that CEDR is effectively managing risk.
- **Diocesan Director:** Supported by the CEDR Leadership team, oversees the implementation of policies and initiatives.
- **CEDR Audit and Risk Management Committee:** Includes representation from all key organisational risk managers, ensuring a forum of discussion of risk management matters which also provides supporting risk management advice to executive decisions.
- **School Risk Management Committees:** Each school has its own committee, ensuring localised oversight and management of risks.

#### **Risk Management System**

The CEDR risk management system, known as RiskMan, is used by all within CEDR to:

- Identify risks
- Define risk owners
- Establish inherent risk ratings
- Identify risk mitigation strategies
- Define residual risk ratings
- Report risk activities to various authorities
- Provide Risk reports
- Escalation of risks.

#### 4. REFLECTION MATERIAL

##### CATHOLIC EDUCATION POLICIES AND DOCUMENTS

- [Charter for Catholic Education Diocese of Rockhampton](#) 2018
- Risk Management Framework v4 August 2025

##### LEGISLATION\*

*Catholic Education has additional risk management related obligations under other legislation and guidelines including, but not limited to:*

- [Children's Protection Act 1999 \(QLD\)](#)
- [Disability Discrimination Act 1992](#)
- [Education \(Accreditation of Non-State Schools\) Act 2001](#)
- [Education \(Accreditation of Non-State Schools\) Regulation 2001](#)
- [Anti-Discrimination Act 1991 \(QLD\)](#)
- [Rights of Information Act 2009 \(QLD\)](#)
- [Fair Work Act 2009](#)
- [Privacy Act 1988](#)
- [Privacy Amendment \(Enhancing Privacy Protection\) Act 2012](#)
- [Privacy Amendment \(Notifiable Data Breaches\) Act 2017](#)
- [Workers Compensation and Rehabilitation Act 2003 \(QLD\)](#)
- [Work Health and Safety Act 2011 \(QLD\)](#)
- [Work Health and Safety Regulations 2011 \(QLD\)](#)
- [National Employment Standards](#)

*\*These links will take you to the Office of the Parliamentary Council website where you will find the current legislation.*

##### RESOURCES

- ISO 31000:2018 Risk Management – Guidelines