Marymede Catholic College Risk Assessment

International Student Travel - Italy

[Departure date] to [Return Date]

Melbourne Archdiocese Catholic Schools

NOTE: This is a sample risk assessment for an international student language study tour to Italy

Instructions

A risk assessment aims to **identify**, **document**, **manage**, and **control** the risks associated with a specific school activity, such as incursions, excursions, fetes, fundraising events, workplace experiences, sports events, camps, or travel.

It is not always possible to eliminate all risks. MACS expects schools to **manage** and **monitor** any risks and **review** their risk assessment for each activity or project every time they occur (e.g., annual school camps require a yearly risk assessment). Risk management is not intended to interfere with the school's role in providing educational benefits for children and young people. Risks should be controlled where possible, rather than a school ceasing a beneficial activity altogether.

Before completing your International Student International Travel risk assessment, you are required to:

- Consult with school staff, students, or third-party providers about any risks they have identified for this event or activity.
- Consider risks relating to your compliance with the 11 Child Safe Standards and Ministerial Order 1359.
- Consider the risks to child safety in both physical and online environments.
- Consider risks related to the activity, event, or project, including planning, activities, location, time of year, transportation, specific cohort, and individual needs.
- Consider risks and settings that might be specific to vulnerable cohorts, including Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disabilities, cognitive impairment, those with pre-existing conditions and international education students.
- Consider factors that may increase students' vulnerability (e.g., duration of the activity, age, homesickness, cultural differences, language barriers).
- Consult Smart Traveller for current travel advice.

When completing any activity/event risk assessment, you are required to:

- **Add** any strategic, operational or project risks **relevant** to your activity/project.
- **Add** existing risk management strategies (controls) your school is already undertaking:
  - **Do not** list policies and procedures as standalone controls; although administrative controls, all MACS policies and procedures are mandatory.
  - **Do** outline **how** your policies and procedures are implemented to mitigate the identified risks, controls need to be **contextualised** to your specific event/activity.
- Consider whether the existing controls, when taken together, are sufficient to manage the identified risk (considering the risk causes and consequences).
- **Choose** the risk rating that applies to each of the risks in the assessment assessed specifically for your school (refer to the **risk rating matrix at the end of this document**).
- Where the risk rating is low and the existing controls are effective, you do not have to undertake new risk management treatments.
- Where the risk rating is **medium** and the existing controls are effective, you should continue to monitor leading up to and during the event, but do not have to undertake new treatments.
- Where the risk rating is **high,** add new treatments that your school will undertake to reduce the level of risk before the activity commences, and monitor the risk leading up to and during the activity. If the risk rating cannot be reduced, consider alternative ways to conduct the activity that negate or mitigate this risk.
- Where the risk rating is extreme, immediate attention and response are required to add new treatments to reduce the level of risk before the activity commences and monitor the risk leading up to and during the activity. If the risk rating **cannot be reduced**, look for alternative ways to conduct the activity that negate this risk or reconsider undertaking the activity at present. Where a risk is rated as extreme and cannot be reduced, the activity must not commence or proceed. The responsible staff member must halt the activity and escalate the issue to the principal. This risk must be reported to the **SMSL** and **General Manager** (Regions), with support and guidance also available from the MACS Risk Team via risk@macs.vic.edu.au.
- Add the name and position of the person in your school responsible for the new treatments and completion due date, ensuring this is before the activity commences.
- The **Principal** must **sign** the risk assessment before the activity commences.

After completing the risk register, you will:

- **Monitor your risks** – a risk's causes, impacts, likelihood, and consequences may change as the year progresses.
- **Apply a stop-and-fix approach** – when the risk ratings are high or extreme.
- If the risk rating **cannot be reduced** – look for alternative ways to conduct the activity that negates this risk or reconsider undertaking the activity.

Please review the proposed and recommended controls provided in this sample and contextualise all controls and red text in the tables when using this template. If there is a proposed control that is not currently in place, but you plan to implement, please move it to the treatment column, noting who will complete it and the associated due date.

Marymede Catholic College International Travel with Students Risk Assessment

School address	[School Address]		**Year level(s)**	[List the year levels of students attending]	
Activity(s) for assessment	Italy – Language study tour		**People attending/involved**	[##] Students and [##] Adults (staff/volunteers)	
Countries being visited	Italy		**List of adults involved and position**	[Staff member and volunteer names and roles/positions]	
Responsible staff member	[Name of Responsible Person]	**Role/Position** [Role/position]			
Date of review	[Date this document was completed]		**Departure date**	[Departure date]	**Return date** [Return date]
Approved by:	Leesa Henry - Principal		**Signature**		

Previous School Trip Details	
Previous International Study Tours:	(Example, China 2016, Italy 2017, Japan 2018, Philippines in 2018 and China in 2019).
Previous risk-related incidents in prior trips:	China 2019- Separation of one student on a train in China.

Risk ID #	**Risk Category**	**Risk Title and Description**	**Risk Owner and Responsible Manager**	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating	Treatments	Treatment Responsible Person	Treatment Due Date
Unique identifier	*Select from drop-down*	*Title* *A brief, descriptive label for a specific risk event or issue* *Description* *A detailed explanation of the risk event, including its nature and potential impacts*	*Risk Owner* *The individual accountable for risk (typically principal)* *Responsible Manager* *An individual who oversees the management of a specific risk*	*Causes* *The underlying factor that triggers or leads to a risk event* *Consequences* *The outcome or impact resulting from a risk event*	*Existing controls encompass measures, risk mitigation activities, and plans already in place, such as trip planning and briefings, staff vetting, due diligence on agreements and contracts, emergency management, and medical plans.*	*Select from drop-down* *Please change the text to black when reviewed.*	*Select from drop-down* *Please change the text to black when reviewed.*	*Select from drop-down* *Please change the text to black when reviewed.*	*Select from drop-down* *Please change the text to black when reviewed.*	*Intended to capture those risk mitigations that are not yet in place or completed, e.g., training for staff on specific medical conditions, review and provide families with updated eSafety information, etc.*	*The person responsible for ensuring the 'Treatments' have been actioned by the due date.*	*Date 'Treatments' are to be actioned by*
01	Child Safety and Wellbeing	*Title* Child Safety *Description* Marymede Catholic College fails to provide a child safe environment during the Italy – Language study tour in line with MACS Child Safety and Wellbeing Policy and legislative requirements.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Inadequate supervision of students 2. Insufficient escalation/ reporting structure or child safety incidents 3. Inadequate screening of tour facilitators, homestay families, and other third parties involved in the program (bus company, etc.) 4. Inadequate supervision of third parties 5. Insufficient training for all volunteers, tour facilitators and any other third party. 6. Large crowds/public access venues/locations 7. Indirect supervised time (time in accommodation, public places, exploration, etc.) 8. Student becomes separated or lost 9. Student is subject to physical, psychological or online bullying or harassment or abuse 10. Noncompliance with child safety policy, procedures, and or legislative obligations 11. Students are not empowered to contribute to their safety *Consequences* 1. Student or staff safety and wellbeing is compromised 2. Physical and psychological harm to students 3. Lost students 4. Distress for families, the school, and/or staff 5. The school has not managed its obligations effectively per Ministerial Order 1359 6. Damage to the school/MACS' reputation 7. Negative regulatory attention 8. Litigation/financial liabilities	1. The teacher in charge (TIC) is appointed to manage Child Safety for this event/ travel abroad. 2. **The school must consult MACS Legal before entering any agreements/MOUs.** This includes approval for any MOUs/Agreements with travel providers, Travel partners (when travelling with other schools), sister schools, and/or homestay arrangements. 3. All third-party providers over 18 have signed the Child Safety Code of Conduct, and this has been collected and stored. 4. Third-party background checks, WWCCV, international equivalent, and criminal history checks were conducted, received, and stored. 5. Vetting of Third-Party providers includes the collection, review and retention of third-party documentation, (Child Safety and Wellbeing Policies, WWCCV arrangements, risk assessments, certificates of insurance, emergency management plans, etc. (Third parties may include those providing external facilitation, venue hire, transportation etc.) 6. VIT-registered teachers supervise all students per the Supervision Policy and Excursions, Camps, and Travel (ECT) Policy. 7. A supervision plan has been established for the program and shared with staff. 8. Specific consideration of Child Safety Standards for this activity (cultural safety, student empowerment, child safety, staff and volunteer engagement and preparation etc.) 9. Training requirements to ensure all staff and volunteers include Child Safety and Mandatory Reporting Obligations. 10. Information sessions are held before the student's departure to provide information on physical safety, online safety, cultural safety, student empowerment, processes to report issues/ complaints, family communication paths, accommodation plans for those differently abled, support mechanisms, and emergency management plans.	Good	Major	Unlikely	High	1. List treatments	1. [Name]	[Due date]
02	Education	*Title*	*Risk Owner*	*Causes*	1. The Italy – Language study tour itinerary and outcomes	Good	Moderate	Possible	Medium	1. List treatments	1. [Name]	[Due date]

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	Service and Delivery	Student education outcomes *Description* The Italy – Language study tour does not provide the intended student learning outcomes.	Leesa Henry - Principal *Responsible Manager* [Name]	1. Students do not dedicate time to study if required 2. Lack of alignment of activity to intended student learning outcomes 3. Culture shock 4. Individual motivation level 5. Lack of quality links to the relevant curriculum (e.g., language, music, history, STEM, etc 6. [Countries Local Language] Language proficiency is low 7. Inadequate planning of the activity 8. Inadequate activity supervision or facilitation 9. Insufficient funding to support the trip/program 10. Failure to engage students in the activity 11. Poor service delivery by third-party providers or the venue *Consequences* 1. Students do not reach the intended outcomes of the activity 2. Student disengagement 3. Diminished learning/educational experience for students 4. Damage to the school/MACS' reputation	have been checked to ensure they align with the relevant curriculum (subject/learning area – i.e. VCE Italian). 2. The Teacher in Charge (TIC) provides students with set learning tasks to be completed during their Italy – Language study tour (reasonable expectations set). 3. Staff and volunteers attending are briefed on intended student outcomes. 4. Students are provided with clear objectives relating to their learning experiences in the country. 5. Upon returning to school, students are required to complete reports/journals about their Italy – Language study tour. 6. **[Only for Exchange Programs]** Student Exchange Learning Procedure provided.							
03	Regulatory Compliance and Governance	*Title* Governance and Duty of Care (includes supervision) *Description* Marymede Catholic College does not exercise the required duty of care toward students and staff during the Italy – Language study tour.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Failure to adequately prepare and plan 2. Unclear reporting and escalation process 3. Lack of/inadequate supervision plan 4. Inadequate supervision and redundancies 5. Unclear duty of care between the school and the tour provider and MACS 6. In-country communication issues 7. Large crowds 8. Wilful disobedience *Consequences* 1. Inadequate supervision 2. Inconvenience/disruption to travel plans 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Child safety incident 6. Serious injury causing death or permanent disability 7. Lost students/staff 8. Distress for family and the school 9. The school has not managed its obligations effectively per Ministerial Order 1359 10. Damage to the school/MACS' reputation 11. Negative regulatory attention 12. Litigation/financial liabilities	1. Appointment of a Teacher in Charge (TIC) from the school as the decision maker and point of contact between students, teachers, principal, and parents for the duration of the travel program. 2. An Emergency Response Plan is in place for the Italy – Language study tour. 3. Staff trained in the use of the Emergency Response Plan, and the plan tested before the Italy – Language study tour. 4. The TIC checks in with the designated school representatives daily to provide updates on the tours, any incidents, and student/staff wellbeing. 5. The leadership team monitors Smart Traveller for advice levels and travel locations. 6. All staff receive child safety training that covers child safety standards, mandatory reporting requirements, escalation procedures, and the reporting process. 7. A Child Safety Officer is nominated to support the trip 8. The Teacher Handbook has been updated and provided to all staff attending and supporting schools in Australia. 9. The trip has been registered on the Student Activity Locator via CEVN. 10. Staff are provided with dedicated rest time and a rotating schedule for overnight on-call. 11. Remote supervision controls include: • Pre-briefing of expected behaviour • Set meeting locations • Regular check-ins at pre-nominated point hourly • Minimum group numbers (recommend three as the smallest) • Teacher cyclically accompanies small student groups • A WhatsApp group has been set up for all students and staff (moderated) • Pre-determined exploration boundaries outlined • One staff member remains at a pre-determined location, so students have a central location to meet. • Landmark positioning of teachers - Positioning teachers at well-known landmarks in the visiting city.	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]

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04	Child Safety and Wellbeing	*Title* Wellbeing, health, and safety while travelling (includes physical, psychological, and medical emergencies *Description* Staff, students, and/or accompanying individuals may experience an illness, injury, or stress event that affects their health, safety, and/or wellbeing during the Italy – Language study tour.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Students and staff forget to bring medications or lose them 2. Students and staff have respiratory difficulty due to high pollution levels 3. Students and staff catch an infection or react to food/environment (see anaphylactic risks) 4. Animal/insect bite, food allergy, radiation sickness, car accident, political protests/terrorism 5. Participation in water-based tourist or other outdoor education activities 6. Student or staff pre-existing illness emerges unexpectedly after departure 7. Pre-existing conditions requiring ongoing monitoring by staff, e.g., depression, anxiety 8. Fatigue 9. Culture shock 10. Exposure to country-specific infections, illnesses, and diseases such as: a. List all 'Health Risks' outlined for the country on Smart Traveller. *Consequences* 1. Inadequate supervision 2. Inconvenience/disruption to travel plans 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Child safety incident 6. Serious injury causing death or permanent disability 7. Distress for family and the school 8. The school has not managed its obligations effectively per Ministerial Order 1359 9. Damage to the school/MACS' reputation 10. Negative regulatory attention 11. Litigation/financial liabilities	1. Medical arrangements reviewed and Reciprocal health care agreement confirmed to be in place with Italy (Check if applicable here) 2. An Emergency Response Plan and Staff Handbook are in place, and staff are trained. 3. All staff attending hold valid CPR, Anaphylaxis and Asthma certificates. 4. At least two staff members hold First Aid qualifications, or one per breakout group- (whichever number is greater). 5. Each staff member carries a compact first-aid kit that has been adequately maintained (medications are up to date, and items have been replenished as needed). 6. The school leadership team is on standby to support the group in managing incidents with staff or students. 7. Key emergency phrases translated into [Countries Local Language] and provided to all staff and students. 8. All students and staff have declared details of any existing medical conditions and provided emergency contact information. 9. MACS Medical Management Plans are in place for relevant students and staff. 10. Written consent for medication administration has been obtained from the parent/carer. 11. Medical information and emergency contact details are readily accessible in-country and for the school leadership team. 12. All students and staff are required to bring any existing medication and administer it as directed by their medical practitioners. 13. All students and staff have appropriate international travel and medical insurance in place as recommended. 14. Emergency Cards (cards with emergency contact information) are always carried. 15. A WhatsApp group has been set up for all students and staff to broadcast, report incidents or emergencies, and communicate (moderated). 16. All students and staff with respiratory issues are required to have a completed Asthma Management Plan with them at all times. 17. Students are encouraged to follow the advice of health professionals on vaccinations and other precautions, as outlined in the DFAT travel advice. 18. Supervision ratios include redundancy built into the structure for splitting groups (emergency or medical treatment). 19. The local water supply is assessed, and adequate bottled water is provided where the water is not potable. 20. The leadership team monitors Smart Traveller for advice on travel locations. 21. Staff monitor local resources for relevant health alerts, such as air quality, high pollen counts, heatwave warnings, and weather warnings, and follow instructions from local authorities as required (e.g., wearing face masks on high-pollution days or during disease outbreaks). 22. Pre-departure sessions equip students with expectations, peer support, and wellbeing strategies, inform families of key arrangements, 23. Staff receive a comprehensive briefing covering the itinerary, learning goals, supervision plans, accommodation, roles, medical and pastoral care, packing guidance, and the Emergency Response Plan.	Good	Severe	Unlikely	High	1. Determine whether attending staff hold the necessary water safety qualifications for planned water-based activities. 2. Obtain written consent from parents/carers for students to swim in the hotel pool, including confirmation of the student's swimming capability (if supervision and qualification requirements can be met). 3. List any more treatments	1. [Name] 2. [Name] 3. [Name]	[Due date] [Due date] [Due date]
05	Child Safety and	*Title* Anaphylaxis	*Risk Owner* Leesa Henry -	*Causes* 1. Pre-existing conditions	1. Individual and up to date ASCIA anaphylaxis action plans are readily available to all staff	Good	Severe	Unlikely	High	1. List treatments	1. [Name]	[Due date]

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	Wellbeing	*Description* A student, staff member, or volunteer may experience an allergic reaction due to inadequate allergy management.	Principal *Responsible Manager* [Name]	2. Allergic reaction arising from food, insect bite, sting, animal, chemical, pollution, and other allergens 3. Sharing food with others 4. Language barriers 5. Labelling standards of food differ by country 6. High level of activity for student/staff 7. High pollen count/air quality 8. Cross-contamination of food *Consequences* 1. Extreme breathing difficulties 2. Swelling at the affected site 3. Anaphylactic reaction 4. Respiratory distress 5. Hospitalisation 6. Student or staff safety and wellbeing is compromised 7. Physical and psychological harm to student(s) or staff 8. Serious injury causing death or permanent disability 9. Distress for family and the school 10. The school has not managed its obligations effectively per Ministerial Order 1359 11. Damage to the school/MACS' reputation 12. Negative regulatory attention 13. Litigation/financial liabilities	2. The person with an allergy has obtained translated ASCIA plans for the trip **[insert ASCIA plan link for the country's language]** 3. The school has provided any third-party providers with dietary requirements, especially those related to anaphylaxis. 4. All staff are briefed and fully aware of all known medical profiles, high risks and plans in place for students at risk. 5. TIC will ensure that each person with a known allergy carries two EpiPens endorsed with appropriate documentation in English and the local language (one on their person and the other with a member of staff). 6. Staff carry generic EpiPens for any first-time reactions or in the event of a need for additional doses. 7. Where the student or staff member is also asthmatic, they should always carry their Ventolin. 8. All staff attending hold valid CPR, Anaphylaxis and Asthma certificates. 9. At least two staff members hold First Aid qualifications, or one per breakout group- (whichever number is greater). 10. Each staff member carries a compact first-aid kit. 11. All airline medical clearance requirements have been established and followed (dependent on the airline). 12. Airlines have been notified of dietary requirements and relevant medical conditions. 13. Before departure, the TIC confirms the generic adrenaline autoinjectors are in date for the duration of the Italy – Language study tour.							
06	Child Safety and Wellbeing	*Title* Epidemics, pandemics, and infectious diseases/ illnesses *Description* COVID-19 outbreaks or other pandemics or infectious illnesses occur during the Italy – Language study tour.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. New COVID-19 variant 2. A new epidemic affecting the visiting country 3. Lack of available testing kits 4. Contagious illness 5. Drinking contaminated water *Consequences* 1. Extreme breathing difficulties 2. Student or staff safety and wellbeing is compromised 3. Physical and psychological harm to student(s) or staff 4. Serious injury causing death or permanent disability 5. Distress for family and the school 6. The school has not managed its obligations effectively per Ministerial Order 1359 7. Damage to the school/MACS' reputation 8. Negative regulatory attention	1. Travel insurance covers COVID-19 and pandemic events. 2. Reciprocal Health Agreement **[REMOVE IF NOT APPLICABLE]**. 3. All attendees were encouraged to receive an additional COVID-19 vaccination several weeks before departure, if required. 4. The school follow the health authority's advice on vaccinations and other precautions. 5. Staff monitor relevant health information from Italy Ministry of Health- [Insert country's Ministry of Health website]. 6. The school monitor Smart Traveller for the country being visited. 7. Students have access to a Personal Protection Equipment (PPE) kit whilst travelling (masks, gloves, sanitiser, etc).	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]
07	Child Safety and Wellbeing	*Title* Flight issues, inflight incidents, or travel disruption *Description* Travel may involve unexpected delays, in-flight disruptions/ incidents, customs or border security issues.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. The flight is cancelled or delayed 2. Flights booked with an unreasonable allowance of time for connection 3. In-flight incident or mechanical failure 4. Student/Staff miss departure time 5. Lost boarding pass/luggage/passport 6. Student/staff denied permission to board the plane 7. Code of Conduct for air travel disregarded by students/staff 8. Issue with border security or customs 9. Loss of phone access (battery dies/stolen/damaged) 10. Anxiety 11. Transport/tour providers are not at the airport to	1. Airline safety ratings are considered when selecting an airline. 2. Relevant Visas for entry into the country have been applied for and obtained. 3. Emergency Response Plan in place and tested 4. Emergency Cards (cards with emergency contact information) are always carried 5. TIC supports the students and their families by providing detailed information about the itinerary well in advance. 6. Students are briefed on packing lists, including carry–on luggage vs. under–plane luggage, fully charged communication devices, a printed backup boarding pass, and passport details. 7. Printed copies of essential documents, e.g., passports, airline boarding passes, insurance policies and	Good	Severe	Unlikely	High	1. School to assist students travelling on non-Australian passports to obtain required Visas 2. List any more treatments	1. [Name] 2. [Name]	[Due date] [Due date]

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				meet the group on arrival 12. Students/staff travelling on 'non-Australian' passports 13. Irregularities in paperwork, passports, visas, etc. 14. Required visas for non-Australian passports not obtained 15. Country entry requirements not met 16. Students and staff carrying items are not allowed to enter the country *Consequences* 1. The boarding pass is lost/ stolen 2. Connecting flights missed 3. Delayed arrival to the destination 4. Undue stress for students, staff and families. 5. Illness or injuries that require medical treatment 6. Post-traumatic stress 7. Inability to provide adequate supervision (due to passport/customs issues) 8. The student/staff has no clothing and toiletries for part of the trip 9. Student/staff left behind 10. Plane crashes 11. Student or staff safety and wellbeing is compromised 12. Physical and psychological harm to student(s) or staff 13. Serious injury causing death or permanent disability 14. Distress for family and the school 15. The school has not managed its obligations effectively per Ministerial Order 1359 16. Damage to the school/MACS' reputation	Medicare details, are kept by parents/carers and supervising teachers. 8. Travel Insurance is in place for all students and staff. Coverage includes lost boarding passes, lost luggage, and cancellations that incur costs. 9. Parent/carers sign consents authorising the travel with all named staff members.							
08	Child Safety and Wellbeing	*Title* Local travel while overseas *Description* Transportation (including but not limited to using local road, rail, air, or water transport) may impact the activity and/or cause injury to staff, students, contractors, or visitors during the excursion.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Mechanical failure 2. Interaction with other road users 3. Inexperience or fatigue of the vessel operator 4. Disregard/breach of policies and/or procedures 5. Accident or misadventure 6. Inadequate diligence on the appointment of a third-party transport provider 7. Traffic accident 8. Lack of familiarity with local conditions and practices 9. Lack of safety equipment (seat belts) 10. Traffic congestion and regulations 11. Poor condition of local transport 12. Lack of licensing laws 13. Language barrier 14. Different legislative/legal requirements *Consequences* 1. Mass casualty event (coach crash/ferry incident, etc.) 2. Inconvenience/disruption to travel plans 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Child safety incident 6. Serious injury causing death or permanent disability 7. Distress for family and the school 8. The school has not managed its obligations effectively per Ministerial Order 1359	1. Transportation is pre-booked through reputable service providers. 2. Local tour guides are used to streamline/facilitate local travel 3. An Emergency Response Plan is in place and has been tested. 4. Staff will ensure that students are using safety equipment during travel, such as seatbelts, life jackets, and helmets, where provided or required. 5. The school has included details of planned activities and transport in the parent/carer briefing to ensure informed consent is obtained. 6. The travel group only use licensed and registered modes of transport (e.g., Civil Aviation Safety Authority-registered airlines or equivalent overseas authority). 7. The activity is cancelled in the event of inadequate safety equipment or processes, as assessed by staff.	Good	Major	Rare	Medium	1. List treatments	1. [Name]	[Due date]

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				9. Damage to the school/MACS' reputation 10. Negative regulatory attention 11. Litigation/financial liabilities								
09	Child Safety and Wellbeing	*Title* Accommodation *Description* The accommodation may not be suitable for staff and students. **[For homestay - see Homestay-Specific Risk]**	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Location or amenities pose a security or psychosocial hazard to attendees – dangerous areas in the city/demographic of the area/public access/cultural safety and norms 2. Physical security of accommodation – tents/doors without locks, etc., access to windows and balconies 3. Inadequate checking of the suitability of premises/facilities/ security/privacy, and child safety 4. Mass accommodation facilities lack privacy (common among backpackers), without separation of male and female staff and students, and separation of staff and students 5. Inability to undertake WWCCV on overseas third-parties and accommodation staff. 6. Other accommodation patrons 7. Animals/insects entering the accommodation 8. Unhygienic premises 9. Inadequate emergency egress points and evacuation signage *Consequences* 1. New accommodation is required 2. Students and staff are exposed to inappropriate behaviour/ unsafe actions by other guests in an accommodation setting 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Child safety incident 6. Serious injury causing death or permanent disability 7. Distress for family and the school 8. The school has not managed its obligations effectively per Ministerial Order 1359 9. Damage to the school/MACS' reputation 10. Negative regulatory attention 11. Litigation/financial liabilities	1. Staff continue to monitor Smar Traveller and DFAT during the Italy – Language study tour for any changes to the advice 2. Accommodation has been reconnoitred before the tour and selected based on access and egress. 3. The selected accommodation has been checked to ensure that security is adequate to prevent public access. 4. Booking and room allocations are considered to ensure the school can provide sufficient supervision and meet the duty of care to staff and students. 5. Student and staff safety briefings are conducted for each set of accommodations. 6. Teachers monitor accommodation for concerns or hazards during the trip. 7. Male and female students and staff are housed in separate rooms. 8. Participants are balanced among supervisory staff. 9. The participants' names and room numbers are documented and available to staff. 10. Staff conduct routine room checks until all participants are satisfied with the accommodations for the night. 11. Staff use a rotating roster for night supervision/on-call duties on the Italy – Language study tour. 12. Staff are briefed to report accommodation concerns to TIC as soon as they are identified, with escalation procedures in place. 13. TIC has confirmed with accommodation providers that students are not permitted to access adult entertainment channels in their hotel rooms. 14. TIC has confirmed with accommodation providers that students cannot access alcohol through their mini-bar fridges. 15. **For camping**, A dynamic risk assessment is conducted on specific locations, weather conditions and equipment	Good	Severe	Rare	Medium	1. List treatments	1. [Name]	[Due date]
10	Child Safety and Wellbeing	*Title* Terrorism, civil unrest, criminal activity, and hybrid threats *Description* Terrorism and other forms of criminal activity can create a volatile environment.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Politically motivated violence/ protest/disruption/unrest 2. Military actions 3. Social unrest 4. Local industrial actions 5. Bomb threats 6. Terrorism 7. Students/staff are the victims of crime 8. Participation in protests *Consequences* 1. Kidnapping or human trafficking 2. Medical emergency 3. Inability to travel 4. Uncertainty over safety 5. Evacuation 6. Arrest or incarceration 7. Inconvenience/disruption to travel plans 8. Student or staff safety and wellbeing is compromised	1. Staff continue to monitor Smart Traveller and DFAT before departure and during the Italy – Language study tour. 2. Staff have subscribed to Smart Traveller for travel advice updates. 3. Outline any current security measures in place for all countries or locations visited (e.g., the Italian government has security measures in many public places, including the Vatican, public transportation, airports, and major train stations). 4. Students, parents/guardians and staff are briefed on personal safety, including: a. Securing belongings when visiting the central districts. b. Keeping money and valuables out of sight. c. Using money belts under clothing. d. Only using ATMs during the daytime. e. Avoiding any protests, demonstrations and rallies – even when peaceful. f. Being alert to anyone acting suspiciously. g. Students are always accompanied by staff.	Good	Severe	Unlikely	High	1. List treatments	1. [Name]	[Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls: Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating	Treatments	Treatment Responsible Person	Treatment Due Date
				9. Physical and psychological harm to student(s) or staff 10. Child safety incident 11. Serious injury causing death or permanent disability 12. Distress for family and the school 13. The school has not managed its obligations effectively per Ministerial Order 1359 14. Damage to the school/MACS' reputation 15. Negative regulatory attention 16. Litigation/financial liabilities	h. Students and staff always carry their Emergency Card. i. Never accept food or drinks from unknown persons.							
11	Child Safety and Wellbeing	*Title* Environmental conditions, extreme weather events and other natural disasters *Description* Environmental conditions, extreme weather events and other natural disasters impact the Italy – Language study tour.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Exposure to extreme weather conditions 2. Natural weather events: a. Wildfire/bushfires b. Heatwave c. Earthquake d. Tsunami e. Floods f. Volcano - e.g., lava or ash cloud g. Storms h. Lightening 3. Not dressed appropriately for weather conditions 4. High UV levels 5. Not taking precautions against exposure to weather conditions 6. Not rehydrating sufficiently 7. Access to potable water *Consequences* 1. Sunburn, dehydration, hyperthermia, heat exhaustion and/or heat stroke. 2. Hypothermia, snow blindness, frostbite. 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Serious injury causing death or permanent disability 6. Distress for the family and the school 7. Reputational damage 8. Negative regulatory attention 9. Litigation/financial liabilities	1. All staff and school leadership have subscribed to Smart Traveller for travel advice updates. 2. The Italy – Language study tour is booked at the most appropriate time of the year to avoid summer's most intense heat and/or winter hazards. 3. All students and staff are briefed to wear weather-appropriate clothing, e.g., hats, sleeved shirts, and sunscreen, which are included in the provided packing list. 4. Staff ensure adequate water is available and rest periods are taken. 5. Activities are adjusted in the case of extreme weather to ensure the safety of all staff and students. 6. Daily monitoring of local environmental conditions and weather. 7. All staff briefed on incident response. 8. All staff have access to the Emergency Response Plan, which includes emergency numbers, incident thresholds, and escalation requirements. 9. The MACS/School Critical Incident Team is trained and on standby for the duration of the trip. 10. Emergency contacts and next-of-kin details have been collected and are easily accessible. 11. All students and staff wear lanyards with emergency cards (including emergency contact numbers). 12. Supervision ratios are met or exceeded 13. All students and staff have a mobile phone with roaming/eSim, etc	Good	Severe	Unlikely	High	1. TIC to monitor the long-term forecast leading up to the Italy – Language study tour and adjust the itinerary as required. 2. List any more treatments	1. [Name] 2. [Name]	[Due date] [Due date]
12	Child Safety and Wellbeing	*Title* Loss or theft of personal effects *Description* Students or staff may lose personal effects, such as luggage, passports, student safety cards, phones, etc.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Personal belongings are left unattended 2. Mishandling of items by students/staff 3. Participants not protecting personal items, e.g. wearing money belts 4. Accidental damage/loss caused to the mobile phone 5. Failure by the airline to transfer luggage as prescribed by the boarding pass 6. Airline error/bus charter error, etc. 7. Pickpocketing 8. Personal items are stolen or lost 9. Luggage and medication are not labelled clearly with the name 10. Poor accommodation security *Consequences* 1. Belongings are missing/lost and are irretrievable 2. Students or staff are not contactable for part/all the trip 3. Students or staff arrive with no luggage 4. The students or staff need to purchase new clothing and personal items	1. Travel Insurance is in place for all students and staff. Coverage includes lost boarding passes, lost luggage, and cancellations that incur costs. 2. Staff undertake a continual dynamic risk assessment. 3. Briefing on expectations of appropriate behaviour. 4. Students and staff are briefed to carry all essential items (especially medication) in their carry-on luggage. 5. Printed copies of important documents, e.g., passports, airline boarding passes, insurance policies and Medicare details, are kept by parents/carers and supervising teachers. 6. Students and staff are briefed on personal safety, security (passport pouches) and how to protect against petty theft, e.g., pickpockets. 7. Students and staff with anaphylaxis, asthma, or other medical conditions are required to carry a set of emergency medication (EpiPen/Ventolin) with them, and a designated staff member holds a second set. 8. All staff are provided with details for the Australian Embassy in Italy for passport issues. 9. All staff are provided with the details for the Consulate in Italy. 10. Students and staff are advised to perform regular	Good	Major	Possible	High	1. Plans to be developed for medical management during flights for any students/staff with diabetes, anaphylaxis, epilepsy, heart conditions and other conditions, as required 2. Copies of student prescriptions to be collected 3. List any more treatments	1. [Name] 2. [Name] 3. [Name]	[Due date] [Due date] [Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls				Treatments	Treatment Responsible Person	Treatment Due Date
						Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating			
				5. Distress for the student, family and the school 6. Students cannot access funds or travel without identity documents 7. Unable to travel home without a passport 8. Illness or medical emergency due to a lack of medication 9. Travel delays	checks of the location of their personal goods.							
13	Child Safety and Wellbeing	*Title* Criminal, culturally insensitive, or inappropriate behaviour (perpetrator or victim) *Description* Staff and students involved in alleged criminal or insensitive cultural activities may cause harm or result in a contravention of the Codes of Conduct.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Differences in religious backgrounds, beliefs, and norms 2. Misadventure 3. Cultural misunderstanding - e.g., banned medications, inappropriate clothing, inappropriate signs of affection towards others (for either students or locals) 4. Inadequate supervision 5. Opportunity 6. Existing behavioural issues 7. Access to alcohol and other drugs *Consequences* 8. Threat to life/wellbeing 9. Loss of valuables, e.g., passports, visas, credit cards, identification papers 10. Medical emergency 11. Disruption to travel plans 12. Students or staff members arrested 13. Staff-student ratio impacted 14. Damage to the school/MACS' reputation 15. Students or staff sent home early and at parent/carer expense	1. Robust student and staff selection process. 2. The Student Code of Conduct was agreed to and signed by the students before departure. 3. Code of Conduct for MACS Staff and Child Safety Code of Conduct agreed to and signed by staff before departure. 4. Pre-departure information sessions are held, clearly stating expectations of all students and staff. 5. Pre-departure and in-country briefings include emergency procedures and briefings on foreign cultures and laws. 6. Alcohol, cigarettes, and non-prescription drugs are banned for the full duration of the trip. 7. Supervision ratios are met or exceeded. 8. Morning and evening briefings are held in-country to discuss any issues and/or concerns 9. Staff are provided with dedicated rest time and a rotating schedule for overnight on-call.	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]
14	Child Safety and Wellbeing	*Title* Lost, separated, or absconding students or staff *Description* Students or staff may become separated from the group, get lost, or leave without permission.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Large crowds 2. Insufficient supervision 3. Students or staff have a psychological incident 4. Students or staff do not follow instructions/do not hear the instructions 5. Students or staff disagree with the TIC 6. Students or staff do not want to participate in an activity *Consequences* 1. Student or staff safety and wellbeing is compromised 2. Physical and psychological harm to student(s) or staff 3. Child safety incident 4. Serious injury causing death or permanent disability 5. Lost students/staff 6. Distress for family and the school 7. The school has not managed its obligations effectively in accordance with Ministerial Order 1359 8. Damage to the school/MACS' reputation 9. Negative regulatory attention 10. Litigation / financial liabilities	1. Emergency Cards (cards with emergency contact information) are always carried 2. Group management supervision controls include: a. Staff-to-student supervision ratios meet requirements b. Supervise redundancies built into manage any unexpected changes to staff (e.g., illness, injury, etc.) c. Roll call at regular intervals and transitions d. Head counts before departure, during transitions, and at the end of each activity e. Staff member positioned at the front and rear of the group during movement f. Students are instructed to always remain in sight of supervising adults g. Staff check facilities (e.g., toilets, buses) before leaving activity locations. 3. Information sessions are conducted before departure for students and staff, covering topics such as itinerary, safety, transportation, and Emergency Response Plans. 4. Staff members have a rotating schedule for night duties and on-call responsibilities. 5. Codes of Conduct are signed by all students and staff, outlining clear expectations and guidelines. 6. The Emergency Response Plan has been tested and is in place (Critical Incident Team—Teacher in Charge, School Leadership, and MACS).	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]
15	Child Safety and Wellbeing	*Title* Wellbeing and safety in homestay accommodation *Description* Student safety	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Access to alcohol and other drugs 2. Peer pressure from the host student or family members 3. Difficulty in relationships with students and staff 4. Accident 5. Unforeseen medical emergency 6. Students are being made to feel unsafe	1. TIC attests to the adherence to the MACS International Travel Procedures requirements and implementation of the principles for management of homestays. 2. Host families receive information on child safety, how to communicate with school staff, cultural awareness, and any essential medical or personal details. Key information is translated where required. 3. In writing, the host school confirms the suitability of the	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls				Treatments	Treatment Responsible Person	Treatment Due Date
						Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating			
		and wellbeing may be compromised due to various factors whilst accessing homestay accommodation and host families. **[Remove if not engaging in homestay]**		7. Homesickness 8. Inadequate screening/vetting of host families 9. Lack of clear guidelines 10. Unclear boundaries and expectations 11. Lack of training for host families 12. Absence of support networks 13. Inadequate supervision 14. Cultural and communication barriers 15. Inappropriate living conditions 16. Inadequate sleeping arrangements/access to individual bedding 17. Host-student conflicts 18. Inadequate emergency preparedness 19. Placement of students with unsuitable host families *Consequences* 1. Increased risk of substance use 2. Engagement in unsafe or uncomfortable behaviours 3. Illness 4. Health complications 5. Students needing medical attention 6. Adjustments are being made to the grouping for accommodation 7. Limited privacy 8. Poor sleep quality 9. Lack of required teacher assistance/support 10. Exposure to unsafe conditions 11. Student or staff safety and wellbeing is compromised 12. Physical and psychological harm to student(s) or staff 13. Child safety incident 14. Serious injury causing death or permanent disability 15. Distress for family and the school 16. The school has not managed its obligations effectively in accordance with Ministerial Order 1359 17. Damage to the school/MACS' reputation 18. Negative regulatory attention 19. Litigation / financial liabilities	host family and their home. 4. All members of the host family who are over 18 years old must have the international equivalent of a Working with Children Check (WWCC) and a National Police Check. **[Where a country does not have a comparable scheme, schools are to exercise judgment in reasonably addressing any due diligence considerations within a specific cultural context and calculate risk accordingly. E.g., Reference letters, etc.** ***5.*** The school has obtained written attestations from host school principals, endorsing the participating host families. ***[This can be removed where schools can undertake the equivalent of control 4, above.]*** 6. All members of the host family over 18 years of age sign a Child Safety Code of Conduct, translated into their local language, where required. 7. The school maintains records of references, checks, suitability, and training in accordance with its record-keeping procedure. 8. The accommodation provided is safe, secure, and private. It has a designated bedroom for the student's sole use and access to a bathroom. 9. Students have access to adequate bedding, such as private rooms and mattresses on the floor. 10. A minimum of two students are billeted to a homestay at a time, where practical. 11. Where room-sharing is required, students are only paired with students of the same sex. 12. Accommodation provides students with access to communication and technology, along with charging facilities. 13. Students and host families have access to a 24-hour contact number for supervising school staff. 14. Mechanisms are in place for students to gain assistance or report incidents during the homestay. 15. Host families are briefed to report any signs of homesickness (or general illness) to the TIC. 16. Students receive regular wellbeing and safety checks. 17. Parents/carers/students receive information about expectations, host family vetting, and contact details for whom to speak with if any issues arise. 18. Parents/carers are provided with details about the homestay, including the household members, the address, and the host's contact number. 19. There is at least one vetted and trained 'backup' homestay family in case of need. 20. When families transport students, the TIC ensures that they follow local registration rules, meet Australian safety standards, and that drivers have valid licenses. 21. Students are reminded of responsibilities and behavioural expectations. 22. Cultural safety briefing is incorporated into pre-departure information sessions for students. 23. Student medical plans are followed, and students have access to medical treatment when necessary. 24. Fridges for medication storage are available. 25. The Emergency Response Plan is in place and has been tested. 26. Staff briefed to have a low tolerance to any perceived risk. 27. The host family or school always accompany students.							
16	Child Safety and Wellbeing	*Title* Animal interactions (planned and unplanned)	*Risk Owner* Leesa Henry - Principal	*Causes* 1. Unpredictable animal behaviour 2. Fear of animals 3. Bite/stings 4. Allergic reaction	1. Students are instructed not to approach or provoke wild or domesticated animals. 2. Students, staff, and parents were briefed on planned interactions with animals, such as visiting an elephant sanctuary, and the likelihood of unplanned interactions	Good	Major	Unlikely	Medium	1. List treatments	1. [Name]	[Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls				Treatments	Treatment Responsible Person	Treatment Due Date
						Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating			
		Description A student or staff member may have harmful interactions with wild or domesticated animals.	*Responsible Manager* [Name]	5. Poor hygiene 6. Inadequate supervision *Consequences* 1. Negative animal encounter 2. Allergic reaction 3. Student or staff safety and wellbeing is compromised 4. Physical and psychological harm to student(s) or staff 5. Child safety incident 6. Serious injury causing death or permanent disability 7. Distress for family and the school 8. The school has not managed its obligations effectively per Ministerial Order 1359 9. Damage to the school/MACS' reputation 10. Negative regulatory attention 11. Litigation/financial liabilities	with both domestic and wild animals. 3. Briefings occur for animal interactions and include: a. How to handle animals b. Risks of touching animals, animal faeces, bedding and feed c. Dangers of provoking or touching animals d. Health advice for relevant vaccinations, such as rabies and other precautions 4. Hand-washing facilities are available before and after all planned encounters with animals. 5. If touching animals, students with cuts and abrasions should cover them with a band-aid. 6. Students are closely supervised where direct animal contact is likely. 7. Where refreshments are brought to the site, a separate clean area away from animal feed, faeces, and bedding is set aside for eating. 8. Students and staff have been briefed on the need to clean their footwear before return flights in line with Australian biosecurity requirements. 9. Plans are in place to manage negative interactions. 10. A contingency plan is established and shared with staff for management of students who experience fear or anxiety related to animals (e.g., arrangement for alternative activity) 11. Staff and students with allergies are required to carry medication and/or EpiPens. Generic EpiPens are also available for any first-time anaphylactic reactions.							
17	Child Safety and Wellbeing	*Title* ACTIVITY-SPECIFIC RISKS: Walking tour/ cultural activities *Description* The walking tour and cultural sightseeing activities (e.g., museums, art galleries) may result in incidents with negative outcomes for students or staff.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Lost/separated student or staff. 2. Crowd crush/stampede 3. Lack of supervision 4. Theft/assault 5. Inappropriate touching/assault 6. Students and staff forget to bring medications or lose them 7. Students and staff do not have adequate/ appropriate food and water for the activity level 8. Students and staff are involved in a medical emergency, e.g., heart attack, food allergy, car accident 9. Mosaic stone pavements – slippery and uneven 10. Terrorism 11. Pre-existing conditions requiring ongoing monitoring by staff, e.g., depression, anxiety, diabetes 12. Fatigue 13. The program provided does not challenge and engage students 14. Inadequate bathroom access *Consequences* 1. Threat to life/wellbeing 2. Loss of valuables, e.g., passports, visas, credit cards, identification papers 3. Medical emergency (See Health and Safety risk) 4. Students and staff hospitalised (requiring a chaperone and impacting the staff-student ratio) 5. Staff member hospitalised (impacting staff-student ratio) 6. Stress event requiring professional support 7. Medical evacuation 8. Financial impacts 9. Extreme breathing difficulties 10. Serious injury causing death or permanent disability if not successfully treated	1. A clear leadership structure and reporting/escalation process are in place. 2. An Emergency Response Plan is in place and has been tested. 3. Reconnaissance conducted before and during the activity 4. The group has a set route, and a map has been shared with students, staff, and the Leadership Team at school, as well as a designated in-country contact (e.g., day walk - tour provider, accommodation management, multi-day walk– local police or consulate). 5. Students are briefed to wear appropriate footwear. 6. Designated meeting locations are established in the event of separation. 7. Students are provided with the contact number of the responsible staff member. 8. A roll call of the cohort is taken periodically throughout the activities and before departure from each location or venue. 9. The cohort is surveyed periodically throughout the activities and before departure from each location or venue. 10. Brief the staff and verify that students have sufficient food and water for the activity. 11. Each staff member carries a compact first-aid kit. 12. At least two staff members hold First Aid qualifications, or one per breakout group (whichever number is greater). First aid kits are maintained with up-to-date medications and items replenished as needed. 13. Emergency cards with contact numbers are provided to all students and staff. 14. A WhatsApp group has been set up for all students and staff to broadcast, report incidents or emergencies, and communicate (moderated). 15. Supervision ratios include redundancy built into the structure for splitting of groups (emergency/medical treatment). 16. Relevant medical information (allergies/asthma, etc.) considered in planning walk – e.g., accommodations or	Good	Major	Unlikely	Medium	1. The TIC will review and update the tour route in response to local road closures, events, or protests. 2. List any more treatments	1. [Name] 2. [Name]	[Due date] [Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls				Treatments	Treatment Responsible Person	Treatment Due Date
						Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating			
				11. Disengagement of staff and/or students 12. Behavioural issues/conditions 13. Homesickness	reasonable adjustments for those with asthma/knee issues, etc. 17. All staff and students are instructed to carry their existing medication and administer it as required during the activity. 18. Documented communication strategy, including next of kin/emergency contact details obtained for all staff and students. 19. The leadership team monitors Smart Traveller to track any travel advice provided for specific locations. 20. Staff monitor local resources for the latest information on crowd issues and concerns.							
18	Regulatory Compliance and Governance	*Title* COHORT-SPECIFIC RISKS: Group composition, serious pre-existing conditions, mobility requirements, psycho-social and group dynamics *Description* The composition of the participant group, including pre-existing conditions and group dynamics, adversely impacts the Italy – Language study tour	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Pre-existing medical conditions 2. Pre-existing mental health conditions 3. Group maturity and cultural sensitivity 4. Group dynamics 5. Lack of understanding of privacy laws and other legislative requirements *Consequences* 1. The student requires medical attention 2. Illness 3. Serious injury causing death or permanent disability 4. Student or staff safety and wellbeing is compromised 5. Physical and psychological harm to student(s) or staff 6. Child safety incident 7. Serious injury causing death or permanent disability 8. Distress for family and the school 9. The school has not managed its obligations effectively in accordance with Ministerial Order 1359 10. Damage to the school/MACS' reputation 11. Negative regulatory attention 12. Litigation / financial liabilities	1. Student and staff medications have been reviewed to ensure compliance with the country's entry regulations. 2. Assessment of travel and needs of those for whom program modification is required. 3. Student medical plans are provided and followed. 4. Ratios consider the need for additional supervision for students with additional needs. 5. All staff attending hold valid CPR, Anaphylaxis and Asthma certificates. 6. At least two staff members hold First Aid qualifications, or one per breakout group- (whichever number is greater). 7. Generic EpiPens are on hand for any first-time anaphylactic reactions. 8. All medical information collected, reviewed and followed for all students with known conditions. 9. The program planning has identified students with the following conditions: **Provide the numbers below, without names; add extras as required, and remove non-applicable conditions.** • **##** x Anaphylaxis (allergen -peanut, soy) • **##** x Mental health condition (e.g. anxiety/ depression) • **##** x Severe Asthma • **##** x Cognitive impairment • **##** x Epilepsy • **##** x Heart condition • **##** x Mobility-related condition • **##** x Type 1 diabetes* 10. ***Diabetes** - Minimum of two staff members trained in diabetes management for diabetic students. 11. ***Diabetes** - Minimum two staff trained to deliver glucagon to diabetic students.	Fair	Severe	Unlikely	High	1. List treatments	1. [Name]	[Due date]
19	Regulatory Compliance and Governance	*Title* Modern Slavery *Description* Exploitation within MACS operations through third-party service providers, along with potential exposure of students to modern slavery practices during the process Italy – Language study tour may occur due to inadequate safeguards.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Lack of awareness of modern slavery indicators 2. Inadequate vetting of third-party service providers 3. Cultural differences and language barriers 4. Limited monitoring and oversight of the engaged third-party provider 5. Economic pressure on providers *Consequences* 1. Non-compliance with the Modern Slavery Act 2018 (Cth) 2. Non-compliance with the MACS Modern Slavery Policy 3. Breach of duty of care responsibilities towards students 4. Exposure of students to exploitative labour practices 5. Need for crisis management protocols and response strategies 6. Disruptions to travel plans and arrangements	1. Adherence to the Modern Slavery Act 2018 (Cth). 2. The school ensures compliance with the MACS Modern Slavery Policy when procuring or booking services. 3. Assessment of third-party service providers to ensure compliance with ethical standards and practices. 4. Clear procedures for reporting incidents of exploitation. 5. Assessment of service cost in comparison to recommended benchmarks.	Good	Severe	Unlikely	High	1. List Treatments	1. [Name]	[Due date]

Risk ID #	Risk Category	Risk Title and Description	Risk Owner and Responsible Manager	Risk Cause and Consequence	Existing Controls	Risk Assessment with Existing Controls: Effectiveness of Existing Controls	Risk Consequence	Risk Likelihood	Risk Rating	Treatments	Treatment Responsible Person	Treatment Due Date
				7. Damage to the school/MACS' reputation 8. Litigation/financial liabilities								
20	Regulatory Compliance and Governance	*Title* Privacy and cyber security *Description* Personal and/or sensitive data may be shared with or accessed by unauthorised persons.	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. Data is not protected from unauthorised users 2. Data that is not required is collected 3. Data is not destroyed once it is no longer required 4. Lack of understanding of privacy laws and other legislative requirements *Consequences* 1. Non-compliance with privacy laws 2. Non-compliance with the Child Safety Standards and VRQA minimum standards 3. Child safety incident 4. Damage to the school/MACS' reputation 5. Litigation/financial liabilities	1. All data are collected and stored in the School Medical system (e.g., Operoo/ Synergetic/ SIMON/ ICON/ nForma), with restricted access. 2. The medical system provides the ability to set permission levels, such as view-only/edit. 3. Only information required is collected in line with Australian Privacy Principles. 4. Relevant personal information is only shared with third parties in accordance with collection notices and the Australian Privacy Principles, primarily for the management of wellbeing, medical conditions, or in emergency situations (e.g., medical or dietary information may be provided to host schools, host families, or medical and emergency personnel). 5. Plans to destroy data are in place after the dictated retention period. 6. Photography and recording consents were collected from all parents and staff.	Good	Severe	Unlikely	High	1. Review data requested by the service provider – assess and share only the required data. 2. Review the privacy policy of the service Provider 3. List any more treatments	1. [Name] 2. [Name] 3. [Name]	[Due date] [Due date] [Due date]
21	[Select Category]	*Title* Title of Risk *Description* *a detailed explanation of the risk event, including its nature and potential impacts.*	*Risk Owner* Leesa Henry - Principal *Responsible Manager* [Name]	*Causes* 1. *Consequences* 1.	1. List existing controls	Choose an item.	Choose an item.	Choose an item.	Choose an item.	1. List treatments	1. [Name]	[Due date]

Add more rows as required. (For ease, you can copy and replicate row Risk #21, as it is formatted correctly.)

MACS Risk Assessment Criteria

Table 1 – Consequence criteria

This guide provides indicative terms against which the consequence of risk is evaluated.

Risk Categories	Severe	Major	Moderate	Minor	Insignificant
Strategic	• Mission or strategic objectives are not achieved. • Ongoing loss of MACS critical infrastructure (e.g. basic services, organisational structure, facilities, systems). • Significant impact on meeting governance, accountability or strategic objective (>30%). • The longevity of MACS is compromised.	• Major impact on the ability to achieve governance, accountability or, strategic objectives, or mission (25–30% deviation). • Temporary loss of MACS critical infrastructure (e.g. basic services, organisational structure, facilities, systems) – recovery is long-term	• Moderate impact on ability to achieve governance, accountability or, strategic objectives, or mission (10–25% deviation). • Adjustment to resource allocation and service is required to manage the impact, with recovery expected to be medium-term.	• Minor impact on ability to achieve governance, accountability or strategic objectives, or mission (<10% deviation). • Objectives and mission can be delivered with minor impacts. • Impact can be managed through routine activities – recovery is short-term.	• Negligible impact on critical objectives and MACS mission.
Catholic Identity and Mission	• Significant and sustained loss of Catholic identity across multiple schools. • Major reputational damage to MACS and associated institutions. • Widespread loss of trust from key stakeholders, including the Catholic Archdiocese of Melbourne, parents, and students. • Potential intervention from the Catholic Archdiocese of Melbourne or regulators. • Significant drop in student enrolment due to perceived loss of Catholic values. • Inability to fulfil core spiritual, moral, and educational responsibilities.	• Noticeable degradation of Catholic identity in some schools or programs. • Negative publicity impacting MACS's reputation within the broader Catholic community in Victoria. • Loss of confidence from key stakeholders, including the Catholic Archdiocese of Melbourne. • Moderate decrease in student enrolment due to concerns about Catholic values. • Challenges in delivering core spiritual and moral education.	• Isolated incidents where Catholic identity is not upheld (e.g. curriculum or events not aligned with Catholic teachings). • Some negative feedback from stakeholders. • Moderate reputational damage is limited to a specific school or program. • Temporary or minor challenges in maintaining Catholic character across certain programs.	• Minor lapses in adherence to Catholic values in isolated situations and are easily rectified. • Low-level stakeholder concern with no significant impact on trust or enrolment. • Small adjustments needed to align certain programs or communications with the Catholic mission.	• No discernible impact on MACS's Catholic identity or mission. • Catholic values are upheld, with minimal or no deviation from Catholic values and teachings. • No stakeholder concerns or reputational impact. • Normal operations with no disruption to spiritual, moral, or educational responsibilities.
Child Safety and Wellbeing	• Serious incident causing death or permanent disability of a child. • A substantiated instance or allegation of physical and / or sexual abuse of a child. • Stress/trauma event requiring extensive clinical support for multiple individuals.	• Serious medical injury or illness requiring hospital admission. • Psychological injury requiring ongoing clinical support.	• Injury/illness requiring medical attention. • Psychological injury requiring professional support. • Medically treated injury (MTI) frequency and/or severity rates increased.	• Minor injury requiring first aid. • Minor psychological injury requiring peer support.	• Incident – injury/illness not requiring first aid. • Incident with no psychological impact. • Near miss – incident physical or psychosocial with no negative out that could have resulted in negative outcome
Education Service and Delivery	• Evidence of Significant decline in levels of Literacy and Numeracy competence. (Greater than 2.0% decrease in percentage proficiency from NAPLAN results by school) • Significant evidence of unsatisfactory student engagement and connection to the school and their peers. (85% or lower average student attendance rate). • Significant evidence that there are no options for student pathways.	• Evidence of major decline in levels of Literacy and Numeracy competence. (1.5% to 2.0% decrease in percentage proficiency from NAPLAN results by school) • Evidence of major levels of unsatisfactory student engagement and connection to the school and their peers (85% to 90% student attendance rate). • Evidence that there are very limited options for student pathways.	• Evidence of moderate decline in levels of Literacy and Numeracy competence (1.0% to 1.5% decrease in percentage proficiency from NAPLAN results by school) • Evidence of moderate level of unsatisfactory student engagement and connection to the school and their peers (90% to 95% student attendance rate). • Evidence that there are limited options for student pathways.	• Evidence of minor decline in levels of Literacy and Numeracy competence. (1.0% to 0.5% decrease in percentage proficiency from NAPLAN results by school) • Evidence of minor levels of unsatisfactory student engagement and connection to the school and their peers (95% to 97.5% average student attendance rate). • Evidence that there are some options for student pathways.	• Evidence of minimal decline in levels of Literacy and Numeracy competence. (Less than 0.5% decrease in percentage proficiency from NAPLAN results by school) • Evidence of minimal unsatisfactory student engagement and connection to the school and their peers (97.5% or above average student attendance rate).
Financial	• Enterprise-wide loss of annual revenue of >$5 million. • Enterprise wide >30% deviation from budget. • School level >15% deviation from budget. • Loss of majority of key assets. • Systemic and high value fraud. • Project cost impact >10%.	• Loss of assets or annual revenue of $1–$5 million. • Enterprise wide 15% - 30% • deviation from budget. • School level 6% - 15% deviation from budget. • High end fraud • Project cost impact <10% but >7.5%	• Loss of assets or annual revenue of $250,000– $1 million. • Enterprise-wide 10–15% deviation from budget. • School level 2% - 5% deviation from budget. • Moderate fraud. • Project cost impact <7.5% but >5%	• Loss of assets or annual revenue of <$250,000 or • <10% deviation from budget. • Project cost impact <5% but >2.5%.	• Loss of assets or annual revenue of <$25,000 or <%1 deviation from budget. • Near miss – financial incident that could have resulted in negative outcome but did not.
People	• Severe and widespread impact on MACS operations due to critical staff shortages, loss of key leadership, and / or widespread employee misconduct. • Major workplace incident leading to fatalities or serious injuries. • Severe damage to workplace culture, resulting in mass resignations and long-term reputation damage.	• Significant operational disruptions caused by high employee turnover, prolonged absenteeism, or misconduct by key personnel. • Major health and safety incidents resulting in serious injuries and regulatory scrutiny. • Decline in workplace morale and culture, leading to reduced productivity and increased employee dissatisfaction.	• Localised operational disruptions due to specific skill shortages or employee behaviour issues (e.g. isolated incidents of misconduct). • Moderate health and safety incidents, such as injuries requiring medical treatment but not life-threatening. • Workplace culture issues in certain teams or locations, impacting productivity or	• Minor operational impacts due to temporary staff shortages or low-level behaviour issues (e.g. tardiness, unprofessional conduct). • Low-level health and safety risks, such as minor injuries or incidents resolved on-site. • Slight declines in morale or workplace culture, limited to individual teams. • Minimal financial impact due to minor	• No discernible impact on operations or employee performance. • Minor and routine employee issues (e.g. occasional absence or lateness) easily managed. • Workplace culture and morale remain positive. • Negligible financial impact with no effect on stakeholder trust or satisfaction.

Risk Categories	Severe	Major	Moderate	Minor	Insignificant
	• Legal or regulatory action due to significant breaches of health and safety laws or workplace standards. • High financial costs due to legal settlements, fines and recruitment efforts. • Stakeholder trust severely eroded, including parents, staff, and regulatory bodies.	• Negative media attention and reputational damage affecting MACS's credibility. • Substantial financial impact from legal costs, recruitment, or penalties.	morale. • Stakeholder dissatisfaction but manageable with internal actions. • Financial impact limited to increased training or minor legal fees.	training or process improvement costs. • No significant stakeholder concerns.	
Regulatory Compliance and Governance	• Sustained / serious non-compliance with legislation that has funding impacts / results in prosecution or imprisonment. • Failure / breach of multiple controls, policies or code of conduct. • Board not abiding by its role as a governing authority of schools and early childhood education and care services.	• Failure to comply with legislative/regulatory requirements that result in fines / common law action. • Significant breach of policies or code of conduct.	• Regulatory breach that results in letter to the regulator or executive management. • Breach of policies or code of conduct.	• Regulatory breach that can be managed at school / directorate level. • Breach of policy, with little or no impact on code of conduct.	• Near miss – near breach, with no negative outcome that could have resulted in negative outcome.
Operational	• Complete failure of critical systems or IT infrastructure, resulting in widespread disruption of MACS operations across multiple schools or offices for a period greater than one month. • Severe and multiple cyber-security breaches, leading to loss of sensitive data, legal/regulatory action and significant reputational damage. • Long-term operational impact, including permanent loss of critical data and disruption of educational services.	• Significant disruptions to operations due to failures in key systems or processes, such as payroll, student management systems, or learning platforms for a period between one week and one month. • Cyber-security incidents leading to data breaches or unauthorised access, with moderate reputational damage. • Regulatory scrutiny due to non-compliance or delayed reporting. • Stakeholder dissatisfaction, including parents, staff, and students.	• Localised system or process failures, such as downtime for individual schools or departments, causing disruptions for up to a week. • Cyber-security vulnerabilities identified but not exploited, requiring immediate remediation. • Minimal reputational impact, with most stakeholders remaining unaffected. • Operational delays in delivering non-critical services or reporting.	• Minor system outages or process inefficiencies with an impact of less than three hours. • Low-level cyber-security incidents, such as phishing attempts, quickly identified and mitigated. • No significant stakeholder impact; minor inconvenience to staff or students. • Quick resolution with no long-term operational impact.	• No impact on operations or service delivery. • Routine system maintenance or process adjustments with no disruption. • No cyber-security incidents or risks detected. • No stakeholder concerns or reputational damage. • Business continuity remains fully intact.
Infrastructure	• Widespread, prolonged disruption to multiple schools and / or MACS offices, resulting in an inability to deliver educational services for an extended period. • Severe damage or destruction of critical infrastructure (e.g. major building collapse, significant fire, or natural disaster). • Government intervention or regulatory scrutiny.	• Significant disruption affecting multiple schools or a major facility, requiring temporary closures or relocation. • Partial failure of critical systems or infrastructure (e.g. HVAC, electrical systems). • Delays in planned expansions or upgrades, affecting operational goals.	• Localised disruption to a single school or office facility, leading to temporary closure or operational challenges. • Some stakeholder dissatisfaction but manageable through effective communication and mitigation.	• Minor operational disruptions due to infrastructure issues (e.g. brief power outages, minor equipment failures). • Easily resolved with minimal downtime and effort.	• No disruption to operations or educational services. • Minor wear and tear on infrastructure with no immediate need for repair. • Normal maintenance schedules are sufficient to address any minor issues.

Table 2 – Likelihood criteria

This guide provides the indicative terms against which the likelihood of a risk event occurrence is evaluated.

Likelihood				
Rare (1)	Unlikely (2)	**Possible (3)**	Likely (4)	Almost Certain (5)
Control failures or repetitive risk events during operations				
Possibility of occurrence <5%	Possibility of occurrence 5–25%	Possibility of occurrence 25–50%	Possibility of occurrence 50–75%	Possibility of occurrence >75%
Historical				
Is possible, but has not occurred to date	Has never occurred, but has occurred in other organisations with a similar risk profile	Has occurred at least once in the history of MACS	Has occurred in the last few years or circumstances could cause it to occur again in the next few years	Has occurred in the past or circumstances could cause it to occur again
Discrete risk events (e.g. cyclone, failure to meet strategic objectives, loss of key personnel)				
May occur less than once in 15 years	May occur at least once in 5–15 years	May occur at least once in 2–5 years	May occur at least once in a year	May occur multiple times in a year

Table 3 – Risk rating matrix

Used to combine consequence rating with likelihood rating to determine the overall level of risk.

Risk rating matrix		Consequence				
		Insignificant	**Minor**	**Moderate**	**Major**	**Severe**
Likelihood	**Almost certain**	Medium	High	Extreme	Extreme	Extreme
	Likely	Medium	Medium	High	Extreme	Extreme
	Possible	Low	Medium	Medium	High	Extreme
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

Table 4 – Control effectiveness rating

Indicates the self-assessment of control effectiveness.

Good	Fair	Poor
Current controls will identify risk occurrence or prevent it, enabling effective management.	Current controls have a reasonable chance of preventing or detecting risk occurrence to enable effective management.	There is minimal chance that the current control framework will prevent or detect risk occurrence to enable effective management.