

Enterprise Risk Management Framework



Introduction

The range of risks and opportunities that St Philip's Christian Education Foundation (SPCEF) is exposed to means that the organisation must have an integrated risk management approach which is well understood and applied consistently across the enterprise.

Risks are experienced at all levels of the business. Good risk management helps to protect established value from potential threat-based risk events and can assist in identifying and capitalising on opportunities that create value.

This Framework is designed to provide clear guidance on SPCEF's risk management approach and how we will manage risks on an ongoing basis.

Purpose

The purpose of this Enterprise Risk Management Framework is to set out SPCEF's risk management processes and procedures and the rationale behind them. It follows the recommendations set out in the *Australian Standard ISO 31000: 2018 Risk Management- Guidelines*.

The Enterprise Risk Management Framework addresses key topics such as: the scope and principles of risk management; roles and responsibilities for managing risk; how we identify, assess and rate risks (and the effectiveness of controls); how we monitor, review and report on risks

These processes and procedures will not eliminate SPCEF's risks but will help to manage them in a transparent and consistent way according to best practice and good governance principles.

Scope

The Enterprise Risk Management Framework applies to all areas of the SPCEF business and all stakeholders, including Board members, executive leadership team, department managers, staff, partner organisations, contractors, sub-contractors and volunteers.

Definitions

Definitions for key risk management terms used in this Enterprise Risk Management Framework have been aligned to the *Australian Standard ISO 31000: 2018 Risk Management- Guidelines* and are provided as a glossary in Appendix A.

Principles

The following principles are the foundation for effective and efficient management of risk at SPCEF.

Integrated – risk management is an integral part of all organisational activities

Structured and Comprehensive – an approach to risk management that contributes to consistent and comparable results

Customised – the Enterprise Risk Management Framework and processes are tailored and proportionate to the organisation's internal and external context and its strategic objectives

Inclusive – appropriate and timely involvement of stakeholders enables their knowledge and perspectives to be considered. This results in improved awareness and informed risk management

Dynamic – risk management anticipates, detects, acknowledges and responds to changes in the risk landscape in an appropriate and timely manner

Best Available Information – the inputs to risk management are based on historical and current information, as well as on future expectations. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations

SPCEF Strategic Framework

The SPCEF Enterprise Risk Management Framework supports the organisation's strategic planning and performance framework as outlined in the SPCEF Strategic Plan.

In order to achieve its Vision, Mission, Focus Areas and Strategies, SPCEF needs to identify, assess and manage material or highly rated risks at the strategic, operational and project levels.

Vision

At St Philip's, we're motivated to deliver exceptional, whole of life education.

Mission

We will continue to progress and deliver exceptional education in caring, secure and challenging learning environments based on Christian beliefs, values and practice.

Focus Areas

Implementing the Enterprise Risk Management Framework will support SPCEF in delivering on its Focus Areas and Strategies and is essential to its continued growth and sustainability.



Risk Appetite

The amount and type of risk that SPCEF is willing to pursue or retain to achieve its objectives aligned to its Focus Areas and Strategies are determined through its Risk Appetite, which is determined and endorsed by the Executive and Board.

Where a residual risk rating is assessed as outside of appetite for a given risk category, the most appropriate risk treatment option will be selected and implemented.

Our risk management approach is in line with our core values. We therefore seek to negate or minimise our exposure to risks relating to our compliance and regulatory responsibilities, environment and safety, while accepting and supporting an increased degree of risk in pursuit of our vision and strategic goals as set out in the Strategic Plan. Our intention is to manage all risks at the lowest possible degree of adverse impact to the organisation and stakeholders.

The following table summarises SPCEF's Risk Appetite benchmark rating for each of the primary risk categories.

RISK CATEGORY	RISK APPETITE BENCHMARK RATING	CONTEXT
Finance	LOW	The organisation has a low appetite for risks that limit its financial viability and sustainability
Legal & Compliance	LOW	The organisation has a low appetite for risks that would affect its legal and compliance obligations
Operations / Service Delivery	MODERATE	The organisation has a moderate appetite for risks that would affect its operations or delivery of services
Reputation	LOW	The organisation has a low appetite for risks that would adversely impact the organisation's reputation
Work, Health & Safety	LOW	The organisation has a low appetite for risks that would compromise work, health and safety of staff and the community
Child Protection	LOW	The organisation has a low appetite for risks that would compromise the safety of children or students
Educational Standards	LOW	The organisation has a low appetite for risks that would compromise the achievement of high educational standards
Governance	LOW	The organisation has a low appetite for risks that would affect good governance
ICT	MODERATE	The organisation has a moderate appetite for risks that would affect its ICT operations
Human Capital	LOW	The organisation has a moderate appetite for risks that would affect the people within the organisation.
Property & Major Capital Works	MODERATE	The organisation has a moderate appetite for risks that affect its management of property and major capital works
Spiritual	LOW	The organisation has a low appetite for risks that would compromise its spiritual mission
Strategic Planning & Management	MODERATE	The organisation has a moderate appetite for risks that affect its strategic planning and management function

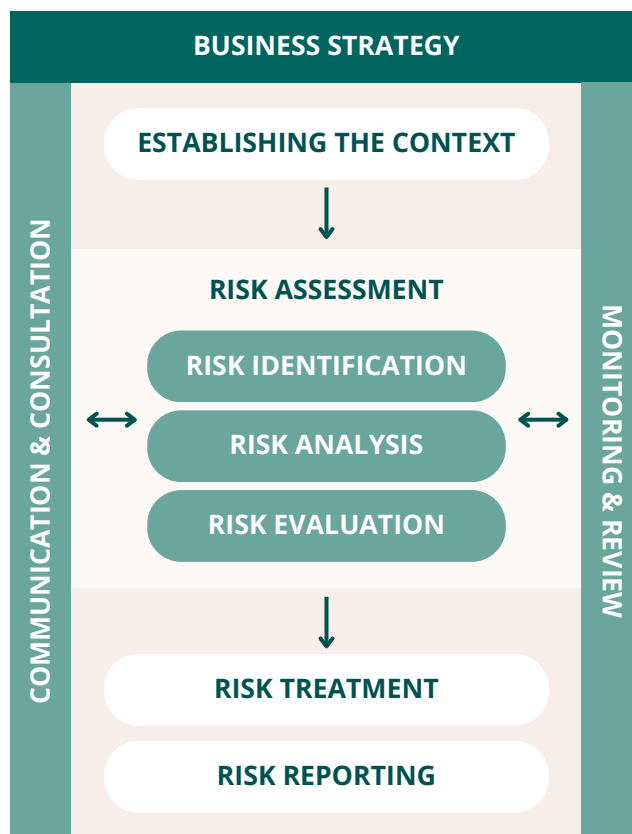
Risk Management Process

The Enterprise Risk Management Framework communicates SPCEF's commitment to embedding a proactive and consistent approach to identify, assess, prioritise, manage, review and report on risks that may impact our strategic objectives.

Through this approach to risk management SPCEF can:

- Ensure that Enterprise Risk Management Framework is embedded in SPCEF business practices and processes
- Prescribe the process for identifying, assessing and reviewing risks throughout the organisation
- Support management in implementing the appropriate controls and risk treatments to reduce risks to acceptable levels
- Enable management to effectively respond to opportunities aligned to business objectives both internal and external to the organisation
- Ensure effective communication, consultation, monitoring and reporting

The following diagram summarises SPCEF's risk management process which is aligned with the AS ISO 31000:2018 Risk Management - Guidelines.



Establishing the Context

The context will be established at the commencement of the risk assessment process. When identifying, assessing, and managing risks, the following factors need to be considered:

Internal Context – SPCEF strategic objectives, business plans, risk profile and risk appetite

External Context – the wider environment in which SPCEF operates including the regulatory environment, contractual agreements, funding agreements, sector competition

Stakeholder Context - the consideration of our internal and external stakeholders who may be impacted by SPCEF's risk profile and management

Risk Identification

This involves a thorough identification of all potential strategic, operational and project related risks that could have a significant or material impact on business objectives, so they can be appropriately analysed and assessed in terms of the adequacy of controls and need for further treatment. This can include identifying risks associated with not pursuing a significant opportunity.

RISK IDENTIFICATION METHODS

Identifying relevant risks can be performed through a variety of methods including a risk breakdown structure, internal brainstorming sessions, root cause analysis, scenario planning and analysis, documentation review.

Questions that may be asked when identifying a risk:

What has happened in the past?
What could go wrong?
How could it happen?
Who or what could it impact?
What would be the severity of the impact?

When identifying risks, it is important to also consider the causes and consequences of each risk. Each significant cause and consequence require a control measure, either a preventative control for causes or a corrective control for consequences.

Risk Analysis

Risk analysis involves an assessment of the likelihood of the risk event occurring and consequences should it occur.

Existing controls and their effectiveness should also be assessed. For each identified risk ask, “is there anything currently in place that would effectively lessen the likelihood and/or consequences of the risk?” If there are controls in place, the question is “how effective are the controls?”

A risk rating is determined by combining likelihood and consequence ratings using the risk matrix or heatmap.

Risk analysis is aimed at determining the inherent or un-controlled risk rating and the current or controlled risk rating. The current risk rating can then be assessed together with the organisation’s risk appetite benchmark rating for specified risk categories, to determine whether it is within or outside risk appetite. This in turn can be used to determine the most appropriate risk treatment strategy.

Risk Types

The following risk types will have corporate risk registers:

- STRATEGIC
- OPERATIONAL
- PROJECT

Risk Categories

Risks will be linked to one or more of the following categories:

CATEGORY	CONSEQUENCE TABLE	RISK TYPES (REGISTERS)		
		STRATEGIC	OPERATIONAL	PROJECT
Finance	●	●	●	●
Legal & Compliance	●	●	●	●
Operations / Service Delivery	●	●	●	●
Reputation	●	●	●	●
Work, Health & Safety	●	●	●	●
Child Protection	●	●	●	
Educational Standards		●	●	●
Governance		●		
ICT		●	●	●
Human Capital		●	●	●
Property & Major Capital Works		●	●	●
Spiritual		●	●	●
Strategic Planning & Management		●		

Likelihood

Likelihood is the chance of the risk happening. It addresses the probability or frequency of the risk event occurring, for which there is a range of consequences.

The following table lists the likelihood ratings and respective probability and frequency values. There is a single likelihood rating selection for a given risk.

Selection of the likelihood rating may be assisted by the analysis of quantitative data where available eg incident statistics.

Consequence

Consequence is the outcome of the risk event that affects business objectives.

The consequence table in Appendix B lists the consequence ratings and respective impact descriptions. It is common for a risk event to involve more than one consequence category and rating. In this event, the highest consequence rating will be used for the risk rating calculation.

Selection of the consequence rating may be assisted by the analysis of quantitative data eg loss event records for the financial consequence category.

Likelihood Table

ALMOST CERTAIN	The event is likely to occur almost every time the activity is carried out or the organisation is exposed to the hazard. A probability >90% / one or more occurrences within a 1 year period
LIKELY	The event is likely to occur more often than not when the activity is carried out or the organisation is exposed to the hazard. A probability of >60-90% / one or more occurrences in a >1 to 2 year period.
POSSIBLE	The event is likely to occur less often than not when the activity is carried out or the organisation is exposed to the hazard. A probability of >40-60% / one or more occurrences in a >2 to 4 year period.
UNLIKELY	The event is seldom likely to occur when the activity is carried out or the organisation is exposed to the hazard. A probability of 5-40% / one or more occurrences in a >4 to 10 year period.
RARE	The event is not likely to occur when the activity is carried out or the organisation is exposed to the hazard. A probability of <5% / one or more occurrences in a >10 year period.

Risk Rating

The risk rating for a given risk is determined by the point of intersection between the likelihood rating (vertical axis) and the consequence rating (horizontal axis). The risk rating is determined at two points during risk analysis or assessment:

Inherent (uncontrolled) risk assessment stage

Current (controlled) risk assessment stage

The risk rating can be compared with the SPCEF's risk appetite benchmark rating to determine whether the risk rating is within or outside of risk appetite. The following table shows the risk rating or heatmap that combines the consequence and likelihood rating values.

RISK RATING LIKELIHOOD X CONSEQUENCE		CONSEQUENCE				
		INSIGNIFICANT	MINOR	MODERATE	MAJOR	SEVERE
LIKELIHOOD	ALMOST CERTAIN	MODERATE	MODERATE	HIGH	EXTREME	EXTREME
	LIKELY	LOW	MODERATE	HIGH	HIGH	EXTREME
	POSSIBLE	LOW	LOW	MODERATE	HIGH	EXTREME
	UNLIKELY	LOW	LOW	MODERATE	MODERATE	HIGH
	RARE	LOW	LOW	LOW	MODERATE	HIGH

Control Measures

A control can be defined as any process, policy, device, practice, or other action that acts to modify or mitigate the risk.

The controls that should be included in the risk analysis can be defined as:

Key Controls – primary control measures that are essential to modify or mitigate the risk

Secondary Controls – secondary or back-up control measures (to key controls), that are important to modify or mitigate the risk

Types of Controls

The following table outlines the different types or categories of controls.

CONTROL TYPES	DESCRIPTION
Preventative	Controls that mitigate the cause(s) of risk events occurring.
Detective	Controls that enable detection of the occurrence of a risk event. Detective controls may take the form of audits, reconciliations or healthchecks.
Corrective	Controls that minimise or correct the resulting impact(s) should the risk event occur. Corrective controls may take the form of insurance policies or contingency plans such as disaster recovery/crisis management etc.

Effectiveness of Controls

The following table outlines the effectiveness of controls ratings and respective descriptions.

CONTROL EFFECTIVENESS	DESCRIPTION
Effective	Control adequately addresses a cause(s) and/or consequence(s), with little or no scope for improvement. No convincing cost / benefit justification to change current approach.
Partially Effective	Control has inadequacies in addressing a cause(s) and/or consequence(s), with improvements identified. Some cost / benefit justification to change current approach
Ineffective	Control does not appropriately address cause(s) and/or consequence(s), with immediate need for improvement actions. Significant cost / benefit justification to change current approach.
Not Assessed	Effectiveness of control not yet assessed.

Risk Evaluation

The purpose of risk evaluation is to support decisions. Risk evaluation involves comparing the results of the risk analysis with the established risk criteria to determine where additional action is required.

Evaluation considers the current control measure effectiveness together with the current risk rating and risk appetite benchmark.

This can lead to a decision to:

- Do nothing further
- Consider risk treatment options
- Undertake further analysis to better understand the risk
- Reconsider objectives

Risk Treatment

Risk treatment options represent a decision point following risk evaluation and are listed in the following table.

RISK TREATMENT OPTION	DESCRIPTION
Tolerate (Accept)	Accept the risk as it is and monitor it.
Treat (Modify)	Change the likelihood or consequence of the risk occurring by a) improving effectiveness of current controls, b) introducing new controls.
Transfer (Share)	Share the risk, primarily through contracts or insurance.
Terminate (Avoid)	Avoid the risk by deciding not to proceed with the activity that triggers the risk.

An important consideration in considering risk treatment is the balancing of cost associated with the proposed treatment against the benefit derived from it. In general, the cost incurred in managing risks, need to be commensurate with the benefits gained. The aim when choosing to further treat or modify risks is to consider their risk rating proportionate to other risks and to the resources available.

Monitoring & Review

Ongoing review of the Enterprise Risk Management Framework and its effectiveness is essential to ensure that risks identified and entered in the corporate risk registers are regularly assessed and that associated treatment options are relevant. Factors that affect the likelihood and consequence for a given risk may change, as may the factors that affect the suitability or cost of the treatment options.

CORPORATE RISK REVIEWS

The following review cycle by risk type will be managed corporately:

- The **Strategic Risk Register** will be reviewed six monthly; highly rated risks will be reviewed on an as needs basis
- The **Operational Risk Register** will be reviewed on an annual basis, coinciding with the start of the annual corporate business planning and budgeting process; highly rated risks will be reviewed on an as needs basis
- The **Project Risk Register** will be reviewed six monthly; high value projects will be reviewed on an as needs basis

The Chief Executive Officer will provide a report to the Board after the completion of each Risk Register review.

SCHOOL / BUSINESS UNIT (BU) RISK REVIEWS

On a periodic basis, existing risks, and their associated treatments within each school and business unit are required to be reviewed and updated.

It is the responsibility of everyone within SPCEF to identify and report risks to their manager or the Risk and Compliance Manager.

All BU risk profiles will be presented to the Executive Leadership Team for review as part of the Corporate Risk Review process (see below).

Reporting

All SPCEF employees must report risks in the workplace to their line managers when they arise and in accordance with the Enterprise Risk Management Framework process.

To ensure transparency of risk management information across SPCEF, a series of reports will be produced throughout the year. The table below specifies the reports, their frequency and target audience.

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REPORT	FREQUENCY	AUDIENCE
Strategic Risk Register Review	Six monthly	Risk Committee; Board Meeting
Operational Risk Register Review	Annually	Risk Committee; Board Meeting; Principal / BU Managers Meetings
Project Risk Register Review	Quarterly	Risk Committee; Board Meeting; Principal / BU Managers Meetings
Compliance & Risk Escalation (any significant risk events / incidents including treatment actions)	Monthly (or as required)	ELT Meeting; Principal / BU Managers Meetings
New & Emerging Risks	Quarterly (or as required)	Risk Committee; Principal / BU Managers Meetings

Compliance

Failure to comply with the Enterprise Risk Management Framework may constitute misconduct or serious misconduct and may result in disciplinary action being taken at the discretion of the Executive Management Team.

Roles & Responsibilities

Roles and responsibilities associated with the Enterprise Risk Management Framework in SPCEF and key stakeholders are listed below.

The Board & CEO are responsible for:

- Providing oversight of the SPCEF Enterprise Risk Management Framework
- Setting SPCEF risk appetite benchmark levels
- Monitoring risks that may impact the achievement of corporate strategy
- Monitoring the cyclical strategic, operational and project risk reports

The Chief Financial Officer is responsible for:

- Overall governance leadership of the risk management and compliance (GRC) functions in SPCEF aligned with the SPCEF Enterprise Risk Management Framework
- Promoting an appropriate risk management and compliance culture across SPCEF
- Overseeing the allocation of resources to enable effective GRC management
- Reviewing, guiding, and monitoring corporate GRC systems and processes
- Overseeing the periodic review of GRC policies and recommending necessary changes to the CEO and Board
- Reporting to the CEO and Board on key GRC issues

The Executive Management Team is responsible for:

- Promoting an appropriate risk management and compliance culture across SPCEF
- Overseeing the allocation of resources to enable effective GRC management
- Managing highly rated or material strategic risks
- Supporting the Chief Financial Officer in reporting to the Board on key GRC issues
- Overseeing the development and periodic review of the SPCEF Enterprise Risk Management Framework and systems

The Risk and Compliance Manager is responsible for:

- Administering the implementation and periodic review of the SPCEF Enterprise Risk Management Framework
- Promoting risk management awareness and improved practice to all risk management stakeholders
- Identifying the linkage of risks across SPCEF and advising on new and emerging risks
- Reporting to the Chief Executive Officer and the Executive Leadership Team on the quality of risk management and compliance controls and treatment actions
- Reporting on key risk management and compliance issues to the Chief Executive Officer, the Executive Leadership Team and Department Managers
- Establishing compliance monitoring and reporting processes and recommending corrective actions for non-compliance

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Principals / Head of Campus / Business Unit

Managers are responsible for:

- Actively managing risk and compliance exposures within their departments
- Promoting risk management awareness and improved practice in their areas of responsibility
- Assigning day-to-day risk management responsibility within the teams reporting to them
- Reporting and escalating risks as required

Risk Owners are responsible for:

- Effectively managing, reviewing and reporting on the risks and associated controls they are assigned
- Developing, implementing and reporting on appropriate risk treatment action plans for the respective risks they are assigned
- Managing risks they are assigned in accordance with the SPCEF Enterprise Risk Management Framework and when required, escalating incidents, risks, and compliance concerns to management and the Risk and Compliance Manager

All Employees are responsible for:

- Identifying and familiarising themselves with risks and compliance issues associated with their roles and responsibilities
- Managing, reviewing and reporting on controls and treatment actions they may be assigned by a Risk Owner

Document References

Roles and responsibilities associated with the Enterprise Risk Management Framework in SPCEF and key stakeholders are listed below.

CORPORATE POLICIES

Governance Risk and Compliance Policy

LEGISLATION & OTHER REFERENCES

Australian Standard ISO 37000-2021 Governance of Organisations – Guidance

Australian Standard ISO 31000:2018 Risk Management - Guidelines

VERSIONS

VERSION NO.	AUTHORITY	PURPOSE	DATE
1.0	SPCEF Board	Draft for Review	17/09/2024
1.1	SPCEF Board	Endorsed	

Appendix A: Glossary

TERM	DEFINITION
Consequence	Outcome of an event affecting objectives
Control	Measure that maintains and/or modifies risk
Event	Occurrence or change of a particular set of circumstances
Likelihood	Chance of something happening
Risk	Effect of uncertainty on objectives
Risk Management	Coordinated activities to direct and control an organisation with regard to risk
Stakeholder	Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Appendix B: Consequence Table

	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
FINANCE	<ul style="list-style-type: none"> No significant impact on budget or funded activities 	<ul style="list-style-type: none"> Loss of annual revenue or assets of <\$250,000; or Deviation from budget <10%; or Loss of investment portfolio <5% 	<ul style="list-style-type: none"> Loss of annual revenue or assets of \$250,000-\$1 million; or Deviation from budget 10-15%; or Loss of investment portfolio >5-10% 	<ul style="list-style-type: none"> Loss of annual revenue or assets of \$1-\$5 million; or Deviation from budget >15-25%; or Loss of investment portfolio >10-15% 	<ul style="list-style-type: none"> Loss of annual revenue or assets of >\$5 million; or Deviation from budget >25%; or Loss of investment portfolio >15%
LEGAL & COMPLIANCE	Non-compliance with no or low impact that requires low priority internal remediation action	Breach of compliance with low impact that requires short term internal remediation action	Breach of compliance that results in internal: <ul style="list-style-type: none"> Letter to management; and/or Investigation 	Serious breach of compliance that results in: <ul style="list-style-type: none"> Fines; and/or Common law action; and/or Temporary suspension of accreditation or operating restrictions 	Sustained or serious breach of compliance that results in: <ul style="list-style-type: none"> Significant loss of funding; and/or Prosecution; and/or Cancellation of accreditation
OPERATIONS / SERVICE DELIVERY	<ul style="list-style-type: none"> Unavailability of an essential service for <1 business days Work stops on a critical project for <3 business days Disruption to student learning outcomes for <1 business days 	<ul style="list-style-type: none"> Unavailability of an essential service for >1-2 business days Work stops on a critical project for >3-5 business days Disruption to student learning outcomes for >1-2 business days 	<ul style="list-style-type: none"> Unavailability of an essential service for >2-3 business days Work stops on a critical project for >5-10 business days Disruption to student learning outcomes for >2-5 business days 	<ul style="list-style-type: none"> Unavailability of an essential service for >3-7 business days Work stops on a critical project for >10-20 business days Significant disruption to student learning outcomes for >5-10 business days 	<ul style="list-style-type: none"> Unavailability of >1 essential service for >7 business days Work stops on a critical project for >20 business days Severe disruption to student learning outcomes for >10 business days
REPUTATION	<ul style="list-style-type: none"> Little concern expressed by majority of stakeholders; and/or Enquiries at a local level, no negative publicity; and/or No significant concerns raised by parents and no impact on new student enrolments 	<ul style="list-style-type: none"> Concern expressed by a small number of stakeholders; and/or Short term, unsubstantiated negative publicity at a local level; and/or Small number of concerns raised by parents with no impact on new student enrolments 	<ul style="list-style-type: none"> Measurable but recoverable loss of confidence by a small group of stakeholders; and/or Short term, substantiated negative publicity at a local level; and/or Some concerns raised by parents and some impact on new student enrolments 	<ul style="list-style-type: none"> Significant but recoverable loss of stakeholder confidence; and/or Short term negative publicity at a state or national level; and/or Significant concerns being raised by parents with a few withdrawing students from school(s) and significant impact on new student enrolments 	<ul style="list-style-type: none"> Significant and irreparable loss of key stakeholder confidence; and/or Sustained negative publicity at a state, national or international level; and/or Multiple parents withdrawing students from school(s) and no new student enrolments

	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC
WORK, HEALTH & SAFETY	<ul style="list-style-type: none"> Staff satisfaction falling by less than 2% for one survey period; and/or No impact on staff turnover; and/or No injury / minor First Aid treatment only 	<ul style="list-style-type: none"> Staff satisfaction falling by between 2-5% for one survey period; and/or <5% turnover of full-time ongoing permanent employees for any one year; and/or First Aid treatment or precautionary medical attention only. Person likely to immediately resume normal duties 	<ul style="list-style-type: none"> Staff satisfaction falling by between 5-10% for one survey period or 2-5% for two or more survey periods; and/or >5-10% turnover of full-time ongoing permanent employees for one year; and/or Person unable to resume normal duties in the short-medium term 	<ul style="list-style-type: none"> Staff satisfaction falling by between 10-20% for one survey period or 5-10% for two or more survey periods; and/or Turnover of full-time ongoing permanent employees >10%-15% in any one year; and/or Industrial action with work restrictions by staff; and/or Hospitalisation with potential to result in permanent impairment 	<ul style="list-style-type: none"> Staff satisfaction falling by >20% for one survey period or >10-20% for two or more survey periods; and/or Turnover of full-time ongoing permanent employees >15% in two successive years; and/or Major industrial action with walkout by the majority of staff; and/or Single or multiple fatality
CHILD PROTECTION	<ul style="list-style-type: none"> No complaints or reports made Incidents which have minimal or no impact on children, staff or the organisation 	<ul style="list-style-type: none"> Isolated complaints or reports made <5 incidents yearly reported which have a limited impact on children, staff or the organisation 	<ul style="list-style-type: none"> A slight increase in complaints or reports Between 5-10 yearly incidents that may have a moderate impact on children, staff or the organisation Failure to meet specific child protection standards and obligations 	<ul style="list-style-type: none"> A significant increase in complaints or reports <10 yearly incidents of abuse, neglect or other child protection concerns reported Serious incidents that have a significant and long-term impact on children, staff and the organisation Legal action or investigation related to child protection issues 	<ul style="list-style-type: none"> Extremely serious incidents that have a devastating impact on children, staff and the organisation Widespread abuse or neglect affecting >10 students Multiple fatalities or serious injuries related to child protection incidents Complete failure of the organisations child protection policies & processes Government intervention and closure of a school or whole organisation