AFTRS
Australian Film Television and Radio School

Risk Management Policy and Guidelines

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1. Purpose

1.1. The purpose of the Risk Management Policy and Guidelines is to embed risk management as a key part of the culture of AFTRS, where a shared understanding of risk leads to well-informed decision making. It also supports how AFTRS meets the requirements of the PGPA Act 2013 in relation to systems of risk oversight, management, and internal control.

2. Scope

2.1. The Risk Management Policy and Guidelines apply to AFTRS and the activities of its Staff, Students, Council and Council Committees.

2.2. The Risk Management Guidelines have been designed to facilitate:

- A common and consistent approach to the management of risks
- The managing of risks to achieve AFTRS' purpose, priorities, objectives
- The identification, evaluation, proactive management, and timely reporting of risks to the Finance Audit and Risk Management (FARM) Committee and Council
- The embedding of risk management into day-to-day activities.

2.3. The risk management process outlined in the Guidelines is suitable for the majority of the School's risk contexts. It is acknowledged that there may be certain functions (e.g., workplace health and safety and production) that require customised risk management processes to mitigate risks and comply with legislation.

3. Policy Statement

3.1. The effective management of risk is integral to AFTRS achieving its purpose to support the development of the screen arts and broadcast culture in Australia, including through the provision of specialist industry-focused education, training, and research. Effective and proactive risk management enables AFTRS to improve its ability to capitalise on opportunities, mitigate or eliminate negative outcomes and consequences and achieve better performance for all its stakeholders. AFTRS risk management approach is a key pillar of the School's strategic, operational, and business planning.

3.2. AFTRS has adopted a structured and consistent approach to assess and treat all types of risk, at all levels, and for all activities, through its multi-level Risk Management Framework (see Appendix 1). The Risk Management Framework details how AFTRS manages elements of governance, policies, process, review, and consultation. Key elements of the framework are the Consolidated Business Risk Register, and the monitoring and review processes of the Finance, Audit and Risk Management (FARM) Committee **and AFTRS Council**.

Risk Appetite

3.3. AFTRS recognises that this policy is not intended to eliminate risk. The effective implementation of this policy is intended to promote a productive, innovative, and efficient organisation by enhancing its capacity to pursue its objectives based on the best information available and an informed understanding of challenges and opportunities. AFTRS understands that in order achieve its objectives it must be willing to manage and accept risk. The below risk appetite statement is used to communicate the Council and CEO's expectations of how much risk AFTRS is willing to accept.

3.4. In summary, AFTRS has a low appetite for risks relating to:

- Workplace health & safety
- Wellbeing of our students, staff, and the community
- Administration of finances and assets
- Regulatory compliance
- Academic integrity
- Governance

3.5. AFTRS has a higher appetite for risk where the benefit outweighs the risk, and the activity relates to:

- Innovative initiatives including strategic projects
- Emerging technologies
- Creative practice
- Research projects
- Strategic partnerships

Consolidated Business Risk Register

3.6. The Consolidated Business Risk Register (CBRR) (See appendix 6: CBBR Example) identifies the key risks to AFTRS and allocates a risk rating that reflects the likelihood of the risk event occurring and the consequence, based on the risk matrix (See appendix 2: Risk Rating Matrix), of the event should it occur. The consequence criteria (See appendix 3: Consequence Criteria) is based on templates from the Audit Office of NSW, with alterations made for relevance to the school in collaboration with AFTRS Executive Directors. See appendix 4: Risk Likelihood. The risk rating matrix identifies different levels of risks: high, significant, moderate, and low.

3.7. AFTRS' risk tolerance and escalation are defined within each level of risk. Any risk at a high or significant level must be escalated to the CEO in the first instance and reported to the FARM Committee in accordance with the FARM Charter. AFTRS risk tolerance is informed by the Administrative Orders and the Financial and Human Resources Delegations.

Taxonomy

The CBRR details the active mitigation and management strategies for each risk. The CBRR categorises each risk into one of three tiers based on the risk event and its likely consequence level. These levels are:

1. Strategic/Enterprise- these are risks that can impact the whole organisation and may be inherent in the school's corporate strategy.
2. Operational - these risks are present at the operational level but can be cross-divisional.
3. Project - these are new risks inherent in unique projects taken on by AFTRS. They are limited to the duration of a project.

Risks are then categorised under a Risk Category. These categories are:

- Business Operations
- Course Operations
- Financial
- Cultural
- Legal & Regulatory Compliance
- People
- Reputational
- Technology/Infrastructure

3.8. The CBRR is reviewed monthly at the operational level to consider changes to the School's overall risk environment. The CBRR is then reviewed at the enterprise/strategic level quarterly.

3.9. AFTRS reporting of risk is on an exceptions basis. This is reported quarterly to the FARM Committee and Council. This reporting procedure was recommended by AFTRS internal auditor, KPMG. The CBRR also forms the basis for the development of the Internal Audit Plan that is reviewed and endorsed by the FARM Committee for approval by the Council.

3.10. The approach to risk assessment contained in the CBRR is consistent with the Risk Management Standard AS/NZS ISO 31000:2018 Risk management – Guidelines.

4. Guideline

4.1. AFTRS' risk management process is supported by the School's Risk Management Framework. The following table provides a summary of the steps and documentation required to complete the risk management process:

Process	Summary
Establish the Context	Establish the context in which the School is currently operating, including the internal and external environment. Confirm objectives and strategies. Identify the level at which risk is being identified- operational, project or enterprise/strategic.
Identify Risks	Determine the most appropriate method of identifying risks and identify all sources of risk impacting on the ability of the School to achieve its purpose, priorities, and objectives.
Analyse & Rate the Risks	Assess how the risk affects the achievement of objectives as an inherent risk (that is not considering existing or planned mitigations and controls). Rate the likelihood and consequences of the inherent risk. Use the risk matrix to then determine the inherent risk rating. Then, considering the adequacy of existing controls and mitigations, rate the likelihood and consequences of the residual risk. Use the risk matrix to then determine the residual risk rating.
Evaluate the Risks	Compare the risk ratings for the risks against the risk appetite statements and evaluate whether the level of residual risk is acceptable or not. If it is acceptable, move to the monitor & review step. If it is not acceptable, move to the treat the risks step.
Treat the Risks	Determine the most appropriate treatment options for risks. Determine how additional treatments and mitigations will be implemented (these could be planned or existing) and then determine the residual risk. Assign responsibility to a 'risk owner' and note who is responsible for the mitigation.
Monitor and Review	On a regular basis, monitor the risks and assess the effectiveness of the mitigation and treatment strategies. Risks outside of appetite and corresponding treatment plans and any exceptions (risks or mitigations that have changed) should be reported to the FARM Committee and Council.

Establish the Context

4.2. It is important to begin the risk management process with a clear understanding of the School's operating environment, purpose, objectives, and strategies. Due to the pace of change and diverse nature of the School's operating environment, it is essential to continually identify and scope all stakeholders and influences (internal and external) which may reasonably impact on the School's ability to achieve its purpose, priorities, and objectives.

4.3. The following questions may be asked to establish the context in which the School operates:

- What are the objectives and strategies that need to be accomplished?
- What are the performance measures that will indicate the achievement of these objectives?
- Have the external cultural, social, political, legal, regulatory, financial, technological, economic, and competitive contexts been considered?
- Have the School's internal governance, organisational structures, roles, accountabilities, policies, and procedural contexts been considered?

4.4. The context of the School's operations is reviewed and captured through the following:

- Completion of rolling four-year Corporate Plan
- Annual Strategy Planning day with AFTRS Council & Executive
- Completion of the annual review of the Consolidated Business Risk Register, documenting the context of the industry and School's operating environment.

Identify Risks

4.5. Risk identification is the process of identifying and describing risks. Risks descriptions should be clear, consistent, and easily understood across the School. Sufficient details should be provided to ensure that the risk, consequences, and potential causes are understandable.

4.6. Several mechanisms are employed across the School to identify risks, including:

- Monthly review of School's risk environment, headed by the Chief Financial Officer
- Quarterly Reviews of School's strategic risk environment and review of planned and existing mitigations.
- Monthly Executive meetings and Quarterly FARM & Council Meetings
- Annual review of existing operational risks and mitigations with senior management
- Risk Analysis by the Project Sponsor or Lead in liaison with the AFTRS Project Management Office for each new project taken on by AFTRS
- Risk management responsibilities are accounted for in staff position descriptions

4.7. It is important to note that staff are encouraged to raise any potential risks with their managers for evaluation and if required, escalate to the Executive.

4.8. Risk titles and descriptions are captured within the School's Consolidated Business Risk Register and in Position Descriptions.

4.9. Risk titles and descriptions are captured within the School's Consolidated Business Risk Register, and in Position Descriptions.

Analyse and Rate the Risks

4.10. Risk analysis is a systematic process to understand the nature of and determine the level of risk. Risk analysis provides an input to decisions on whether risks need to be treated and the most appropriate risk treatment strategies and mitigations.

4.11. When analysing risks, the following steps are performed:

a. <u>Determine the likelihood & consequence of the inherent risk rating</u>

Without factoring in any mitigations or controls, determine the risk rating by considering the risk in the context of the likelihood and consequential impact on the school and its operations. Rate the risk using the risk matrix (appendix 2). This will give the risk an inherent risk rating, which can then be measured against the residual risk rating to help evaluate the effectiveness of mitigation and control measures.

b. <u>Identify the adequacy and effectiveness of existing controls and mitigations</u>

AFTRS employs a multitude of systems, processes, and procedures in its operations and many of these may serve as useful controls to mitigate risk. The risk management process includes a consideration of what controls are already in existence and the adequacy and effectiveness of these controls.

Once the adequacy and effectiveness of these controls have been identified, further consideration is given as to whether these require modification or whether additional systems and controls are needed. Mitigating strategies/actions are captured within the Consolidated Business Risk Register.

Management oversight, internal audit and external audit all play a part in validating the controls are operating effectively.

c. Determine the likelihood

Likelihood is considered in the context of the adequacy and effectiveness of existing controls. For example, safety training and awareness may reduce the likelihood of a particular accident occurring.

d. Determine the consequence

Consequence is the outcome or impact of an event (e.g., a loss, injury, or disadvantage). In determining the consequences of a particular risk, the following is generally considered by the School:

- Course Operations: Impact on achievement of stated objectives and values
- Business Operations: Level of disruption to a business activity
- Financial: Potential financial loss
- People: Extent and level of impact on staff and students
- Reputational: Adverse reputational impacts across industry and the general public
- Legal & Regulatory Compliance: Potential breach of internal or external guidelines, laws and regulations, standards, and policies

Adequacy and effectiveness of existing controls may also affect the consequences if a risk event occurs. Consequences should be considered in the context of the existing controls. For example, whilst a business continuity plan/contingency plan will not reduce the likelihood of a risk event, it may reduce the consequences of the event by assisting restoration and recovery of services.

Criteria to facilitate the measurement of risk likelihood and consequence are tabled at Appendix 3: Risk Likelihood & Appendix 4: Risk Consequence Criteria.

e. Rate the residual risk

Having determined the likelihood of consequences from a risk event occurring and the consequences of that risk event, the level of risk is determined using the Risk Matrix (Appendix 2). The matrix details four possible risk ratings: low, medium, significant, and high. These ratings provide a measurement to allow for prioritising risk treatment, review, and mitigation.

Evaluate Risks

4.12. The purpose of risk rating is to make decisions, based on the outcomes of risk analysis, about which risks require further treatment and which risks should be prioritised. Risk evaluation involves considering the balance between potential benefits, adverse outcomes, and cost.

4.13. A basic approach is to consider which risks require treatment and which risks do not. If it is decided that a particular risk does not require treatment, it does not imply that the risk is insignificant. That risk needs to be monitored by management over time for changes.

4.14. Risks are rated and evaluated by the School as part of the CBRR. Operational risk ratings are reviewed monthly by the Executive and Strategic risk ratings are reviewed quarterly. Where risks are outside of tolerable levels, further work is performed to understand the mitigating strategies required. These risks are given a target risk rating, with planned mitigations and their delivery dates recorded in the CBRR.

4.15. Risks and their ratings are reported on an exceptions basis to the FARM Committee for review and, where necessary, challenge.

4.16. It is important to note that the School may decide to accept known risks. Instances where this may occur include:

- The level of the risk is so low that specific treatment is not appropriate within available resources (i.e., treatment is not cost effective).
- The risk is such that there is limited treatment available (e.g., external market factors beyond the control of the School)
- The opportunities presented outweigh the threats to such a degree that the risk is justified.

Treat Risks

4.17. The Executive are responsible for the identification, management, and treatment of risk. Risk treatment plans may be necessary where the level of risk is outside the risk appetite of the School. Qualitative risk appetite statements stating the level of risk the School is willing to take across core activities are documented in Appendix 5: Risk Appetite Statement.

Monitoring

4.18. It is the responsibility of the Executive and Senior Managers to continually monitor and review their risk environment. Changes to the risk environment and specific risk exposures should be captured, evaluated, and where necessary actioned, in accordance with the above processes and reported in the CBRR.

The School's risk environment is reported at the FARM Committee and provides the following information:

- An overview of the School's risk universe
- A summary of Strategic Risks, including inherent & residual risk rating and details of any changes in the risk or mitigations (planned or current).
- An overview of any 'emerging risks', which do not currently impact the School, but have the potential to arise due to changes in the business or external environment over the next 18 months to three years
- In depth reporting on any risks by exception, detailing changes in the risk or its mitigation. This will include general commentary, which could include reasons for the movement in risk or business initiatives that may give rise to new risks or eliminate risks currently on the register. (See Appendix 6: Risk Reporting Template).

5. Responsibilities

Compliance, monitoring and review

5.1. ***AFTRS Council*** is responsible for overseeing risk management within the context of AFTRS' 5-year strategy and purpose on advice from the FARM Committee and the CEO. Under the PGPA Act, AFTRS' Council has a duty to establish and maintain systems relating to risk and internal control (s.16).

5.2. The ***Finance, Audit & Risk Management (FARM) Committee*** is responsible for monitoring and review of AFTRS' financial reporting, performance reporting, system of risk oversight and risk management, and system of internal control. The Committee provides the governance structure to ensure that appropriate action is taken if events arise that may affect the risk profile of AFTRS. FARM reviews and endorses the Risk Management Policy and Fraud Control Policy before these documents are presented to Council for approval. The FARM Committee reviews and approves the Internal Audit Plan and Risk Reports, and monitors the implementation of audit recommendations and other plans that reduce risk.

5.3. The ***CEO*** is responsible for leadership in terms of risk management for AFTRS, including ensuring the correct functioning of critical controls and responding to and reporting on significant risks which may emerge from time to time.

5.4. ***AFTRS Executive*** members are accountable for risks within their division and strategic risks where they have been identified as the "Owner". Risk Owners are detailed in the CBRR. Collectively, the Executive is responsible for the identification of strategic and operational risks that impact upon the School's purpose and for allocating priorities for risk management.

5.5. The ***Chief Financial Officer*** is accountable for the establishment, implementation, and maintenance of the system of risk management in accordance with this policy, ensuring its integration with other planning processes and management activities. They are responsible for reporting to the FARM Committee on risk management and assessing risks for any new business activities.

5.6. The ***Chief Technology Officer*** is accountable for the risk management and assessment of key systems, including Information Technology and ensuring its integration with other processes and management activities.

5.7. ***Senior Managers*** in each division and ***Risk Champions*** (identified in the CBRR) are responsible for assessing their operations for actual and potential risk. Senior Managers are responsible for the monthly reporting activities and evaluating the effectiveness of risk mitigation activities where they have been identified as the mitigation owner (within the CBRR).

5.8. ***Staff*** are responsible for identifying actual or potential risks, and communicating such risks to management, for carrying out principal risk management activities as directed by management and attending relevant training.

Reporting

5.9. Reporting is done on an exceptions basis. See 4. Guidelines for full details.

5.10. Operational Risk is to be reported and assessed monthly within the CBRR.

5.11. Strategic/Enterprise Risk is to be reported and assessed quarterly by the Executive Director Risk Owner within the CBRR.

5.12. The Consolidated Business Risk Register will be maintained by the EA, in collaboration with the Head of the Project Management Office.

5.13. The exceptions will be reported in detail using the Risk Reporting Template (Appendix 6) to FARM & Council where required.

Records management

5.14. All records relevant to administering this policy and guideline will be maintained by the Policy and Governance Officer.

6. Definitions

Risk:	The effect of uncertainty on objectives.
Consequence:	The impact in business operations if the event were to occur
Consolidated Business Risk Register:	The master document for detailing all risks identified in the school and subsequent reporting. It includes risks identified at the operational, project and strategic/enterprise level.
Likelihood:	The chances of the risk event occurring
Inherent Risk:	The potential risks that are likely to arise due to the nature of the activity.
Residual Risk:	The risk remaining after consideration of controls or mitigating activities.
Target Risk Level:	The targeted risk level taking into consideration mitigations that are work in progress (i.e., planned projects)
Risk Appetite:	The amount of risk an entity is willing to accept or retain to achieve its objectives. It is a statement or series of statements that describes the entity's attitude toward risk taking.
Risk Management:	Co-ordinated activities to direct and control an organisation regarding risk.
Risk Assessment:	The overall process of risk identification, risk analysis and risk evaluation
Risk Oversight:	The supervision of the risk management framework and risk management process.
Risk Profile:	aa set of risks that relate to an organisation.
Risk Tolerance:	The levels of risk taking that are acceptable to achieve a specific objective or manage a category of risk.
Risk Champions:	Selected staff members who have undergone in depth risk management training to raise awareness of risk in business operations and to embed a risk management culture.

7. Related Legislation and Documents

- The Australian Film, Television and Radio School Act 1973 (AFTRS Act)
- AFTRS Corporate Plan (Current)
- AFTRS Five Year Plan (Current)
- AFTRS Consolidated Business Risk Register (Current)
- AFTRS Corporate Strategy 2022-2026: Creating the Future
- Risk Management Framework
- FARM Charter
- Administrative Orders
- Financial and Human Resources Delegations
- Fraud Control Policy and Plan
- WHS Policies and Procedures
- Business Continuity Plan

8. Approval and Review Details

Review and continuous improvement

AFTRS reviews the risk management framework and the application of risk management practices annually. This is to meet its obligations under the PGPA Act. In October each year, the AFTRS Executive Team undertake a risk management process to identify, assess and treat risks that could potentially affect the business operations of AFTRS, as well as evaluating current mitigations and risk management, resulting in the Consolidated Business Risk Register. This is provided to the FARM Committee for approval.

Approval and Review	**Details**
Approval Authority	AFTRS Council
Responsible Officer	Chief Financial Officer
Contact Officer	Head of Project Management Office
Distribution	Intranet only —Staff facing
Next Review Date	January 2025 The Policy with Guideline will be reviewed every three years from the effective date, or earlier or later depending on external factors such as legislative reform.

Approval and Amendment History	**Details**
Approval Authority of Major Version and Date	AFTRS Council 11 March 2022
Amendment History and Date	The new version **Risk Management Policy and Guideline_v1.0_11 March 2022** and supersedes Risk Management Policy v2.0_1 March 2019. v1.0 includes a comprehensive review of policy and the guidelines and the alignment with Risk review undertaken with KPMG and consolidation of Business Risk Register and assessment.
Notes	The current version incorporates the former Risk Management Policy-v2.0_1 March 2019 and the Risk Management Guidelines_v2.0_26 February 2019 into a single document and has been assigned doc version number v1.0 reflecting the new consolidated document. The document will be given a new PPG register document number, and previous separate versions will be rescinded.
Minor Amendment Approval and History	[DO NOT AMEND MAJOR VERSION APPROVAL AUTHORITY DATE] N/A

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9. Appendices

Appendix 1 — Risk Management Framework

i. Risk Management Framework infographic

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ii. Risk Management Framework Table

GOVERNANCE STRUCTURES	KEY STRATEGY & POLICY DOCUMENTS	REVIEW FREQUENCY	MONITORING PROCESSES	COMMUNICATION & CONSULTATION
COUNCIL 5 TIMES/YEAR	CORPORATE PLAN INSURANCE PORTFOLIO COMCOVER BENCHMARKING SURVEY ADMINISTRATIVE ORDERS DELEGATIONS **RISK MANAGEMENT POLICY & GUIDELINES** **STRATEGIC RISK ASSESSMENT/** **CONSOLIDATED BUSINESS RISK REGISTER** **RISK REPORT** FRAUD CONTROL POLICY	ANNUAL EVERY 3YRS QUARTERLY ANNUAL	COUNCIL MEETINGS COMCOVER BENCHMARKING SURVEY QUARTERLY EXEC REVIEW & ASSESSMENT FRAUD CONTROL PLAN	DISTRIBUTED ONLINE DISTRIBUTED VIA EMAIL (COMMITTEE PAPERS) ONLINE TRAINING IN FRAUD AWARENESS (School-wide)
FINANCE, AUDIT & RISK MANAGEMENT COMMITTEE 4 TIMES/YEAR	AFTRS BUDGET/REFORECAST **STRATEGIC RISK ASSESSMENT/** **CONSOLIDATED BUSINESS RISK REGISTER** INTERNAL AUDIT PLAN EXTERNAL AUDIT	BIANNUAL QUARTERLY QUARTERLY BIANNUAL	FARM MEETINGS MID-YEAR REVIEW MONTHLY REPORT TO DEPT FINANCE QUARTERLY EXEC REVIEW & ASSESSMENT (STRATEGIC) MONTHLY EXEC REVIEW (OPERATIONAL) EXTERNAL CONTRACTOR PROVIDES INTERNAL AUDIT PROCESS ANAO PROVIDES EXTERNAL AUDIT PROCESS	 VIA EXECUTIVE DIRECTORS TO DIVISIONAL STAFF DISTRIBUTED VIA EMAIL (COMMITTEE PAPERS) INTERNAL & EXTERNAL AUDITORS SEEEK INFORMATION FROM MGMT & RELEVANT STAFF

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ACADEMIC BOARD 5 TIMES/YEAR	APPROVES CURRICULUM DOCUMENTS		ACADEMIC BOARD MEETINGS FEDERAL LEGISLATIVE INSTRUMENT ASQC MINUTES	DISTRIBUTED TO STAFF ONLINE SUBJECT REVIEW COMMITTEES
EXECUTIVE MONTHLY INFORMATION MANAGEMENT FORUM (IMF) MONTHLY	EXECUTIVE APPROVES ALL DOCUMENTS, INCLUDING • WHS POLICIES • ANTI-BULLYING POLICY • PRIVACY POLICY • PUBLIC INTEREST DISCLOSURE • COPYRIGHT POLICIES • CONTRACTORS POLICY • CRITICAL INCIDENT FRAMEWORK • BUSINESS CONTINUITY POLICY • EMERGENCY MANAGEMENT • ASSET MANAGEMENT POLICY • CHILDREN ON-PREMISES POLICY • UNDER 18's POLICY –OPEN • **RISK MANAGEMENT POLICY & GUIDELINES** • **STRATEGIC RISK ASSESSMENT** • **CONSOLIDATED BUSINESS RISK REGISTER** • **RISK REPORT**	EVERY 3 YRS (MORE FREQUENT AS REQUIRED) QUARTERLY MONTHLY QUARTERLY	EXECUTIVE MEETINGS HD POLICY & GOVERNANCE ADVICE LEGAL ADVICE RISK ASSESSMENT FOR NEW ACTIVITIES STUDENT SAFETY ASSESSMENTS FOR ALL PRACTICAL PROJECTS & ACTIVITIES BUSINESS CONTINUITY MASTER RECOVERY PLAN DISASTER RECOVERY PLAN WORKING WITH CHILDREN CHECKS POLICE CHECKS QUARTERLY EXEC REVIEW & ASSESSMENT	HIGHLIGHTS OF EXECUTIVE MEETINGS DISTRIBUTED BY EMAIL AND ONLINE TO STAFF POLICIES DISTRIBUTED ONLINE WHS COMMITTEE HEALTH & SAFETY REPRESENTATIVES WHS TRAINING STUDENT SAFETY TRAINING WORKPLACE BULLYING ONLINE TRAINING STUDENT INDUCTION BUSINESS CONTINUITY COMMITTEE SCHOOLS ADVISORY COMMITTEE DISTRIBUTED VIA EMAIL TO EXEC DISTRIBUTED VIA EMAIL (COMMITTEE PAPERS)

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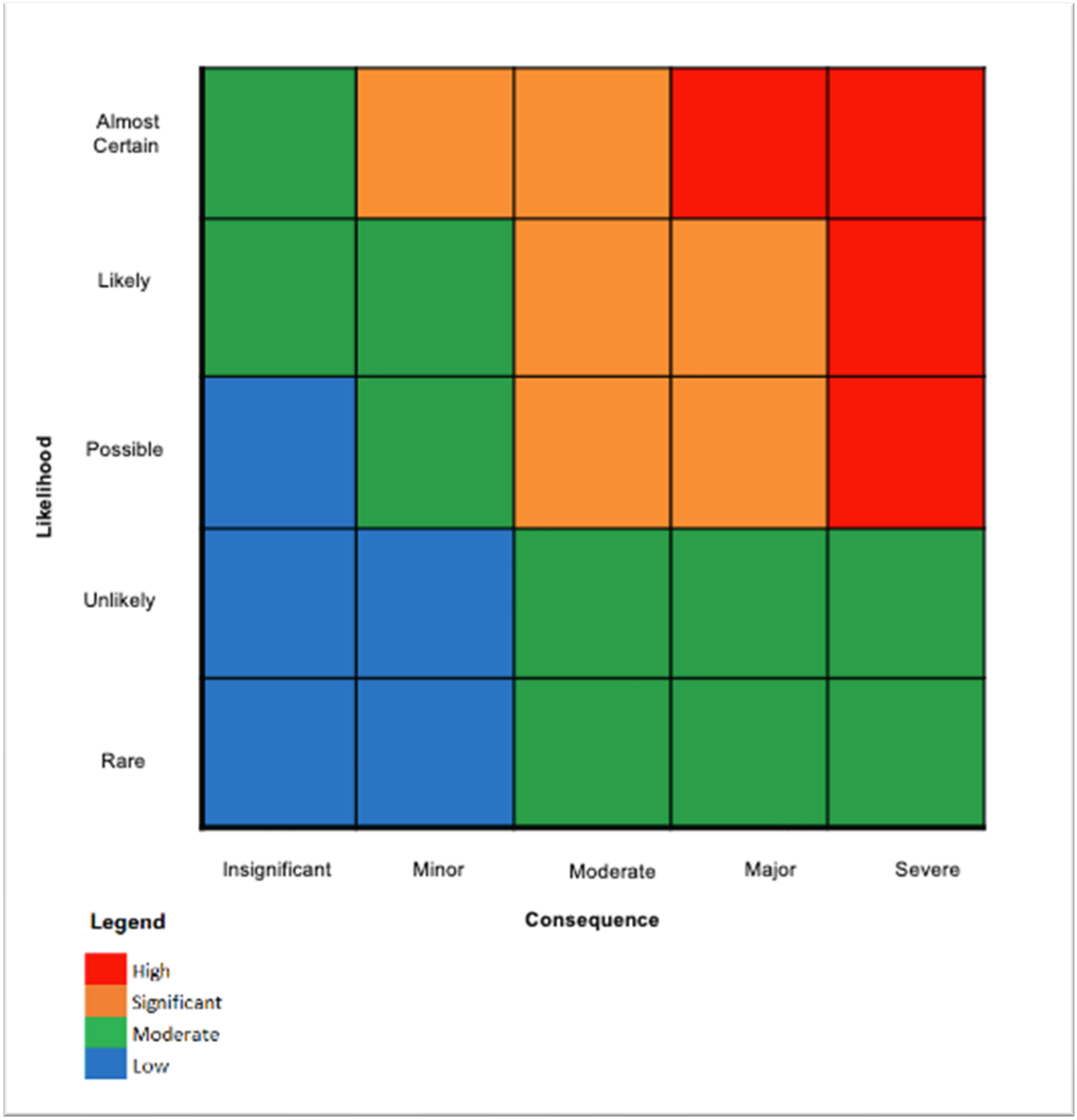
Appendix 2 — Risk Rating Matrix



[1]

[1] KPMG, (2021). AFTRS strategic risk profile.

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Appendix 3 — Consequence Criteria

Impact	Level Of impact	Operations	Reputational (Comms)	Financial	Legal & Regulatory Compliance	People (Staff & Students incl WHS)	Course Operations (Award & Short Courses)
Insignificant	Team Level	Little impact. Concerns resolved via standard business practices	Minimal inconvenience to partners, clients, or stakeholders	Can be handled within local discretionary budget and resources – Guide <$5k	Failure to comply with internal guidelines	None or only minor personal injury; First Aid needed but no days lost	Little impact. Concerns resolved via standard business practices
Minor		Inconvenient	Local media attention. Inco nvenience to partners, clients, or stakeholders	Can be managed within business unit area budget /resources – Guide $5k-$100k	Failure to comply with internal or external guidelines	Complaints lodged impacting people's ability to work and study- some days lost	Inconvenient- timetable and course delivery delays
Moderate	Divisional Level	Serious management attention required to resolve concerns	State media attention. Serious inconvenience to partners, clients, and stakeholders	Requires reallocation of funds and/or resources or reprioritisation of programs – Guide $100k - $250k	Failure to comply with internal and external standards and policies	Poor Management and oversight of division. May result in inability to work for numerous weeks and delayed deadlines.	Serious management attention required to resolve concerns. Impacts single subject or short course completion.
Major	School Wide Level	Unacceptable interruption to functions	Adverse and extended state or national media coverage. Com plaints from staff, partners, clients, and stakeholders	Whole of AFTRS must redirect significant funds or resources internally – Guide $250k - $500k	Failure to comply with State and Commonwealt h Law and regulations	Physical injuries or Mental Health issues for a couple of staff and students resulting in increased absenteeism. Reportable to Safework Australia	Unacceptable interruption to course- impacts a few subjects.
Severe		Not able to perform functions	National ongoing media coverage or demand for government enquiry Compl aints from majority of staff, partners, clients, and stakeholders	Requires immediate supplementatio n of funding or resources – Guide > $500k	Failure to comply with constitution	Severe Physical injuries or Mental Health issues for multiple staff and students resulting liability and resignations. Fatalities & permanent disability.	Not able to perform course delivery impacting completion. Impacts majority of cohort.[2]

[2] Adapted from Audit Office of NSW, (2019). *Risk management framework.* p.8.

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Appendix 4 — Likelihood Criteria

Likelihood	Definition
Almost Certain	Is expected to occur in most circumstances based on experience or knowledge
Likely	Will probably occur in most circumstances based on experience or knowledge
Possible	Might occur at some time as the event is not unusual
Unlikely	Could occur at some time as the event is unusual
Rare	May occur in exceptional circumstances as is very unusual

[3]

[3] Audit Office of NSW, (2019). *Risk management framework.* p.6.

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Appendix 5 — Risk Appetite Statements

Key Activity	Qualitative Directional Risk Appetite Statements
Overall- Strategy	We understand that to transform our cultural and achieve our organisational goals as outlined in the Corporate Plan and AFTRS Corporate Strategy; we must be willing to take and accept risk. We will accept a **moderate** level of risk in pursuit of our strategic direction, provided it remains in accordance with our values.
Workplace Health & Safety	The willingness to accept risks to the health and safety of staff, students, visitors, and others (e.g., contractors) is **low**. This does not mean that we avoid inherently risky activities; rather, health and safety risks are identified and managed to the best extent possible. If, after consideration, the risk level is deemed unacceptable, it is avoided.
Financial	Unless formally approved, we must operate within budget. Therefore, we have a **low-risk** appetite for not balancing and meeting budget. Due to our operating environment, we have a **moderate** risk appetite for funding new initiatives that have the potential to improve the reputation of the School, learning outcomes, operational revenue, student experience, industry impact or student development.
Fraud	We have a **low**-risk appetite for any type of fraudulent activity.
Compliance	It is critical that legislation is adhered to (e.g., TEQSA & PGPA). We have a **low-risk** appetite for non-compliance with legislative requirements and internal policies and procedures that guide the achievement of legislative requirements (e.g., WHS). While all internal operational policies and procedures that are not driven by legislative requirements should be complied with, we have a **moderate** risk appetite for flexibility in the implementation of policy and procedure if the reason and benefit to AFTRS justify it.
Learning & Teaching	We have a **moderate to high**-risk appetite for innovation in our education methodologies to improve student learning if the learning objectives of the approved curriculum are met. We have a **low-risk** appetite for teaching techniques which compromise the delivery of courses within approved curricula, and that deliver core graduate attributes and learning outcomes.
Student Experience	We have a **moderate** risk appetite for innovative ways of improving services and increasing opportunities for students, and enhancing the student experience.
Staff Culture	We have a **moderate to high**-risk appetite for activities associated with attracting top talent with the necessary capabilities and for actions that support the transformation of workplace culture to support and align with the Corporate Plan and Corporate Strategy. We have a **low**-risk appetite for behaviour that is not in accordance with our values and that does not support the achievement of our priorities and objectives. We have a **moderate** risk appetite for a workforce that questions and tests the AFTRS culture in service of building a more creative, respectful, and inclusive workplace.
Emerging Technologies	Technology is crucial for communicating with students, improving learning, fostering creativity, and developing new and innovative content. We have a **high**-risk appetite for the adoption and use of emerging technologies. The use of technology should not jeopardise our **low** risk appetitive for data security and business interruption.

Key Activity	Qualitative Directional Risk Appetite Statements
Creative & Educational Practice	We acknowledge our staff and students are creative and want to express themselves through their chosen platform or skill. We encourage students to take diverse and creative approaches to storytelling and content development. We have a **high**-risk appetite for student creativity across all educational offerings in a manner that is safe. Allowing students to experiment and fail is critical in the environment in which we operate. We have a **moderate** risk appetite for encouraging staff to engage in creative and educational practices if the benefits to the school can be justified.
Relationships with Stakeholders	We have a **high-risk** appetite for engaging with our stakeholders to build relationships that support the School's purpose and strategic objectives and strengthen our brand in the market, but in a manner that does not compromise our reputation or our ability to deliver courses.
Research	We have a **high**-risk appetite for research that contributes best-practice knowledge to creative education and the Australian screen and broadcast sectors, bolsters o our relevance and reputation, and improves the standard of education and training we deliver through pursuing production and best practice teaching for screen and broadcast content. Innovation must not compromise our **low** risk appetitive for research conduct that is unethical or illegal or compromises quality.
Marketing	We have a moderate to **high**-risk appetite to drive the attraction and engagement of students, stakeholders, and industry in innovative ways. We have a **low**-risk appetite for advertising, marketing or brand promotion that is misleading or damaging to AFTRS reputation and brand.
Strategic Partnerships	We acknowledge partnerships with companies, community organisations, government agencies and other bodies are key to delivering strategic outcomes and operational revenue. We have a **moderate** risk appetite for strategic partnerships if the proposed partner's objectives and values align with the AFTRS values and objectives, and the benefits of the partnership can be justified to AFTRS. Partnerships must not compromise the risk appetites of other key activities.

AFTRS
Australian Film Television and Radio School

Appendix 6 — Consolidated Business Risk Register Example

						Inherent Risk			Residual Risk			Identifying what controls are currently in place		MONTHLY REPORTING		
	Select from drop down	Select from drop down	Short title	Detailed description of the uncertainty (not the issue)	Exec Risk Owner	Select from drop down	Select from drop down	Likelihood x Severity	Select from drop down	Select from drop down	Likelihood x Severity	What existing processes / controls are in place to manage the risk?		Has the Risk Level Changed in the period? (Yes/No)	Has the Mitigation changed in the period? (Yes/No)	If you have answered Yes to Column P or Q please provide commentary
	Risk tie	Risk category	Risk title	Risk description	Ownership	Likelihood	Severity	Risk Ratin	Likelihoo	Severity	Risk Rati	Existing mitigations controls in place	MITIGATION OWNER	Risk Change	Mitigation Change	COMMENTARY
3	Strategic	Reputational	**Cultural Capability**	Failure to embed First Nations knowledges and values leading to continued systemic racism in our school and industry	DFNO	Possible	Severe	High	Possible	Moderate	Significant	• Development of Diversity Action Plan • Development of Indigenous Curriculum • Currently employing a Director of First Nations & Outreach • Partnerships across reputable and diverse advertising forums e.g. Koori Mail, National Indigenous Times, WISE Employment & Bus Stop Films • Strategic initiatives heavily focused on cultural capability	DFNO			
4	Strategic	Business Operations	**Belonging & Inclusion**	Failure to effectively embed belonging & inclusion initiatives into our school culture, inhibiting individuals from feeling valued, heard, safe and welcome.	DPC	Likely	Severe	High	Unlikely	Moderate	Moderate	• Currently striving for Disability Confident Recruiter status • Employs staff base that is reflective of Australian population in relation to diversity • Active partnership engagement with ACMI • Active communication with candidates throughout the student recruitement process to advise about commitment to inclusion	DPC			
5	Strategic	Business Operations	**Technology & Infrastructure**	Risk of insufficient investment in industry-relevant technology and infrastructure required to deliver on our strategy.	CTO	Almost Certain	Major	High	Likely	Severe	High	• Echo360 Lecture capture testing, trials & implementation	CTO			
6	Strategic	Business Operations	**Sustainability**	Failure to develop and execute our Environmental Plan.	CTO	Possible	Minor	Moderate	Unlikely	Major	Moderate	PLANNED: 5 Year Environment Plan PLANNED: Engaging Environment Consultation Group	CTO			
7	Strategic	Reputational	**Strategic Priorities**	Failure to execute effectively on core focus due to competing strategic priorities within limited resources.	CEO	Possible	Moderate	Significant	Unlikely	Moderate	Moderate	• Development of Resourcing Taskforce who oversee effective processes & systems to ensure the school does not exceed resource capacity • Continual review of strategic objectives, corporate plan & risk review	CEO			
8	Strategic	Financial	**Sustainable Funding Model**	We fail to establish a sustainable funding model through effective partnerships that support growth opportunities.	DPD	Likely	Major	Significant	Unlikely	Moderate	Moderate	• Continuous focus on generating own sourced revenue and scholarship support. Partnership scholarship fund confirmed • Actions in place to develop practical & sustainable models for self-funding e.g. philanthropy, engagement programs & corporate revenue.	DPD			
9	Strategic	People	**Compliance**	Risk of poor governance & compliance processes to ensure we remain within our regulatory, policy and social licences to operate.	Head of Governance	Possible	Major	Significant	Unlikely	Major	Moderate	• Ongoing liasons between the governance team & government Department regarding strategic direction statement & performance criteria	Head of Governance			

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Strategic Risk Profile Summary

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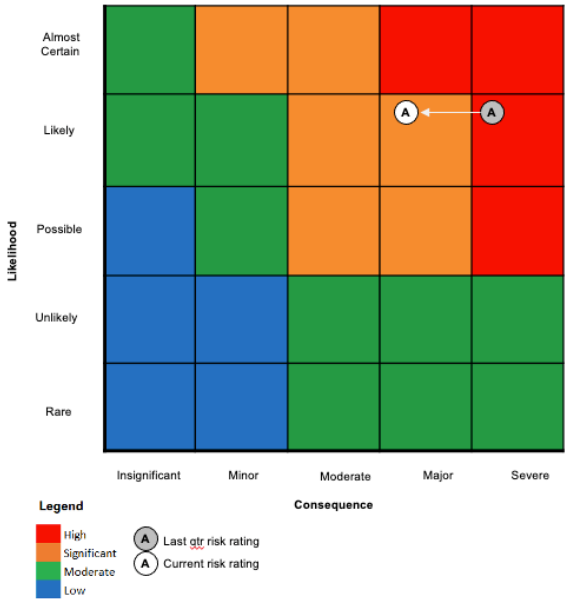
This page provides a summary of the key movements in strategic risks in the reporting period. Detailed information will be provided in the Risk Scorecards and Mitigations on an exceptions basis.



		Strategic Risks
A	A	Cultural Capability
B	B	Relevant Curriculum
C	C	Business Continuity
D	D	Sustainable Funding Model
E	E	Strategic Priorities
F	F	Operational Agility
G	G	Belonging & Inclusion
H	H	Value
I	I	Research
J	J	Partnerships
K	K	Technology
L	L	Cyber Security
M	M	Sustainability
N	N	Talent Management
O	O	Compliance

3

Executive Summary

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Note: This section is a written summary of the last quarter's risk management activities across AFTRS

- *Include key updates to strategic risks or key operational risks from last quarter risk activities*
- *Include insights / themes observed around emerging risks*
- *Include key opportunities identified from last quarter risk activities that will be the focus of future quarters*
- *Include key focus areas from last quarter risk activities*

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Risk in Focus – Cultural Capability

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Strategic Pillar: National Reach

Strategic Risk: Cultural Capability
Insert detailed risk description.

Control Effectiveness	**Partially Effective**
Risk rating	**Significant**
Risk appetite	**Low**
Strategic performance	**On track**

Context
This section connects the dots for this enterprise risk from including but not limited to the following events, and provides insight for decision making:

- Legislative changes / updated compliance requirements
- Key initiatives, strategic updates
- Key personnel changes, relevant system updates
- Incidents / breaches, and high rated internal & external audit findings.

Key mitigations	Due date	Status	Owner	Management commentary
Action 1	31/10/ 21	Completed	X	
Action 2	31/12/21	In progress	X	
Action 3	30/06/21	Delayed	X	
Action 4	30/06/22	In progress	X	

Risk Commentary

- Free Text – commentary on progress of management towards implementing actions, risk interdependency, emerging risks / trends that may impact this risk etc.

Strategic Risk Scorecards – National Reach (Future)

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Component strategic risks

Cultural Capability	**Moderate**
Belonging & Inclusion	**High**
Talent Management	**Significant**

Strategic focus performance

First Nations Culture	**On track**
Outreach & Inclusion	**At risk**
Overall Strategic Pillar performance	**On track**

Context
This section connects the dots for this enterprise risk from including but not limited to the following events, and provides insight for decision making:

- Legislative changes / updated compliance requirements
- Key initiatives, strategic updates
- Key personnel changes, relevant system updates
- Incidents / breaches, and high rated internal & external audit findings.

Key risk indicators	Within Tolerance	Marginal	Outside of Tolerance	Actual
% of students identifying as First Nations people	> 10%	5 – 10%	< 5%	7%
# First Nations-led partnerships	> 5	2 - 5	< 2	3
Project delivery variance against budget	10%	11% - 20%	> 20%	5%
xxx				

Risk Commentary

- Free Text – commentary on the drivers / impacts of KRI performance on strategic pillars