



RANZCO

The Royal Australian
and New Zealand
College of Ophthalmologists

Risk Management Policy

Approved by: Board

Version: Current

Department: Executive Office

Next review date: March 2024

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1. Introduction

1.1. Purpose

The purpose of this policy is to assist embedding risk management throughout the Royal Australian and New Zealand College of Ophthalmologists (the College). This will assist the College to achieve its strategic objectives and outcomes.

This Policy forms part of the College governance framework and must be read in conjunction with the RANZCO Risk Management Framework.

1.2. Who is it prepared for?

This is a RANZCO-wide policy – it governs our approach in relation to risk management. The Risk Management Policy is applicable to all Directors, office holders, Fellows, Members, Trainee, Associates, and all employees of the College.

1.3. Scope

The aim of the Risk Management Policy is to:

- assist the Board and the College management staff in developing a culture of actively and effectively identifying and managing risk to mitigate challenges which may compromise operational activities and achievement of strategic objectives
- promote employee, stakeholder and public safety
- protect personnel, assets, and intellectual property
- encourage better quality service delivery
- minimise loss and costs
- improve contingency planning for dealing with risks and the associated potential impacts.

This policy applies to all the operations undertaken by and on behalf of the College.

1.4. Definitions

Risk is about the “uncertainty” of an outcome or results which may be either desirable or undesirable. Risk entails both judging the ‘consequences’ of each good or bad outcome; and the ‘likelihood’ of each positive and or negative outcome. Risk can be thought of as managing the uncertainty of future events.

Risk management is an organisation’s structured response to risk- whether to provide protection from adverse events or to ensure the organisation maximises potential upside in its pursuit of opportunities.

2. Strategic Alignment

This policy has been developed to underpin all RANZCO’s operations and implementation of RANZCO’s Strategic Plan.

3. Objectives

The College is committed to the ongoing development of a consistent approach to risk management, underpinned by a risk-aware and responsive culture.

Every employee, director, office bearer, Fellow, Member, Trainee and Associate within the College has a role in managing risk by exploring and enhancing opportunities and minimising threats. Risk management contributes to good corporate and operational governance by providing assurance to the Board that College objectives will be achieved within an acceptable degree of residual risk, recognising that effective risk management is about ensuring strategically balanced and defensible decision-making processes.

4. Policies

The College promotes an organisational culture that supports our ability to achieve our strategic objectives while ensuring appropriate management of risks. We recognise that risk is inherent in all our College activities, and the College must continuously identify and take action to manage risks.

The College will maintain a risk management process that identifies and manages the risks associated with the operational activities and strategic objectives of the College.

College management staff will:

- maintain a Risk Management Framework which reflects best practice principles of risk management
- maintain a Risk Register that identifies risk events, consequences, likelihood, controls and risk level before and after controls are put in place;
- regularly review the risk profile and risk management plans to ensure the information is contemporary and relevant;
- provide regular reports to the Finance, Audit and Risk Management Committee and the Board, and;
- provide the Risk Register to the Board to consider risks and associated risk management

5.1 – Responsibilities

All people in the College community have a role in the identification of risks and the application of effective risk management measures. Specific responsibilities include:

5.1.1 The Board

It is the responsibility of the Board to approve the College's risk strategy, monitor risk and risk mitigation. The Board is responsible for establishing the culture, risk appetite and tolerances and the informed oversight risk, not the operational management of risk.

5.1.2 Chief Executive Officer

The CEO has overall responsibility for the identification and management of all risks. The CEO must design and implement the risk management and internal control systems to manage risks and report to the Board on risk. The CEO in consultation with the Executive Leadership Team, will:

- identify and rank key risks using a recognised risk matrix
- assess the impact of risks on the College
- monitor the management of significant risks and the effectiveness of controls
- implement a continuous improvement approach to risk management

- regularly report on risk management processes to the Board
- ensure staff are aware of risks and how to manage them
- provide staff with the necessary tools to manage risks effectively
- embed risk management into all aspects of day-to-day operations

5.1.3 Individual staff are responsible for the operational risks associated with their area, including identifying and managing risks.

5.1.4 It is the responsibility of all employees, Directors, office bearers, Committee members, Fellows, Members, Trainee and Associates to identify and report risks and be involved in the management of risks.

5.2 – Procedure

Operational Risks

- Once risks are identified the appropriate Head of Department will document this for the CEO for discussion.
- Following consultation between the CEO and the Head of Department, a risk management strategy is developed and implemented. The Head of Corporate Service and the Senior Manager, Governance & Reporting will then update the Risk Register.

Strategic Risks:

- The CEO in consultation with the Executive Leadership Team will identify strategic risks and prepare a risk management strategy for presentation to the Board. The Board will consider the risks and approve mitigation strategies including resources where applicable. The Head of Corporate Service and the Senior Manager, Governance & Reporting will then update the Risk Register.

Reporting to the Board:

- Extreme risks when first identified must be immediately reported to the Board
- Extreme and high risks must be reported on to the Board as least every three (3) months or as required.

5. Monitoring and Evaluation

The Head of Corporate Service together with the Senior Manager, Governance & Reporting will be responsible for monitoring adherence to this policy and for suggesting changes to improve outcomes.

6. Record of amendments to this document

Page	Details of amendment	Date approved
All	New Policy	6 March 2021