



RISK MANAGEMENT POLICY

1. PURPOSE

The purpose of this policy is to identify applicable risks and to enable risk management procedures to be satisfactory identified, organised and maintained.

2. SCOPE

This policy applies to the Directors, staff members and volunteers of BCWCA.

3. DEFINITIONS

Risk is the probability that an occasion will arise that presents a danger to our organisation, our staff, our volunteers, our participants or the general public. It includes but is not limited to physical, financial, reputational and legal hazards.

Risk management is the process, which is used to avoid, reduce or control risks.

4. POLICY

BCWCA has a duty to provide a safe workplace for its staff and volunteers, a safe environment for its participants and a reliable development path for the organisation. BCWCA will put procedures in place that will as far as possibly ensure that risks are maintained, and their consequences averted.

i. Examples of risks include:

- Participant dissatisfaction with service delivery;
- Harm caused to Directors, staff, volunteers, participants or the public;
- Loss of government funding;
- Equipment;
- Damage to equipment and property;
- Inadequate allocation of resources (human, physical and financial);
- Financial management;
- Fraud;
- Breaches of confidentiality;
- Service disruption or closure.

ii. Importance of risk management

Risk management is a fundamental part of sound organisational management. BCWCA will not be able to eliminate all risks but we will ensure to take active steps to prevent or minimise the likelihood level and impact of risk by developing a Risk Management Plan.

iii. Risk Management Plan

An annual Risk Management Plan will be prepared and reviewed as part of BCWCA's Strategic and Operational Management Processes. By managing risks, BCWCA is better placed to:

- Protect the safety and wellbeing of staff, volunteers, participants and visitors;
- Provide efficient and effective service delivery;
- Manage and maintain facilities and equipment;



- Improve confidence and public perception of the organisation;
- Operate within allocated budgets;
- Protect or reduce likelihood of legal action;
- Comply with legislative or funding requirements.

5. RESPONSIBILITIES

As Risk Management Officers, it is the responsibility of the Directors to carry out risk management analyses of BCWCA and to take appropriate measures. Directors will ensure:

- Effective risk management procedures are in place, applicable to all relevant areas;
- Risk management procedures are reviewed regularly;
- Recommendations arising out of the risk management process are evaluated and, if necessary, implemented;
- Employee's and volunteers are aware of all applicable risks and familiar with BCWCA's risk management procedures;
- Risk management analyses are carried out with the use of checklists;
- Risk management checklists are reviewed regularly by relevant staff to ensure no risks have been overlooked or have ceased to be relevant;
- Each risk management checklist is reviewed at least once a year to ensure that procedures are in place to avert the risk, or if that is not possible, to mitigate its impact;
- Copies of up-to-date risk management checklists are kept in a central Risk Management Register.

It is the responsibility of all staff and volunteers to ensure that:

- They are familiar with BCWCA's risk management procedures applicable to their section;
- They observe those risk management procedures; and
- A Director is informed if they become aware of any risk not covered by existing procedures.

6. PROCESURES

All Directors and staff members are responsible for identifying, reporting and managing risks. The Directors will approve and sign off on the Risk Management Plan and are accountable for implementing and maintaining sound risk management processes in their work areas. This includes creating a culture and environment in which staff members are encouraged and supported to identify and manage risks.

i. Reporting

Directors are responsible for:

- Regularly reporting on assessment and management of risks in work areas;
- Ensure the Risk Register is kept up to date;
- Review all risks identified and the measures proposed or undertaken to manage them;
- Monitor and evaluate the implementation of the Risk Management Plan.

ii. Risk management process



The Risk Management Officers will carry out risk assessment exercises, involving the following steps:

Step 1: Analyse the context

Consider the environment in which BCWCA operates to establish the boundaries in which risks must be managed and guide decisions on managing risks.

Step 2: Identify the risks

- Identifying the risks attached to every element of BCWCA and the likelihood of that risk eventuating;
- Identifying practices to avert those risks;
- Identifying practices to mitigate the effects of those risks; and
- Recording those risks, those precautions and those remedies in the form of deliverable checklists.

Step 3: Evaluate the risks

Extreme risk (E): Activities and projects with unmitigated risks at this level should be avoided or eliminated. This is because risk events graded at this level have the potential to cause serious injury.

High risk (H): If uncontrolled, a risk event at this level may have a significant impact on the safety of staff, participants or others. Mitigating actions need to be very reliable and should be approved and monitored in an ongoing manner by Directors.

Medium risk (M): Mitigation actions to reduce the likelihood and seriousness to be identified and appropriate actions to be identified and endorsed by a Director.

Low risk (L): These risks should be recorded, monitored and controlled by the responsible staff member and/or Director. Activities with unmitigated risks that are graded above this level should be avoided.

Likelihood Rankings (Positive or Negative Risks)		Likelihood rankings should be calibrated, where necessary to ensure compliance with applicable regulations, safety standards and other tolerances that have been agreed with Directors.
1	Rare	Once in 50 years / Probability less than 10%
2	Unlikely	Once in 20 years / Probability less than 40%
3	Possible	Probability of 41% to 60%
4	Likely	Probability of 60% to 80%
5	Almost Certain	Probability of 80% or more

Consequence Rankings (Negative Risks)		Injury / Illness
1	Insignificant	Very minor injury or short-term impact
2	Minor	Minor injury to be restricted to an individual
3	Moderate	Injury of more than a minor nature to a few individuals likely to result in some absence from work
4	Major	Risk event may lead to serious injury and incapacitation
5	Catastrophic	Risk event may lead to death or total and permanent disablement to one or more individuals

The table below summarises steps 2 and 3 and has been adapted from AS/NZS 4360:2004, Risk Management.

Grade: Combined effect of Likelihood/Seriousness:

Consequence Rating					
Likelihood	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
A. Almost Certain	L	M	H	E	E
B. Likely	L	M	H	E	E
C. Possible	L	L	M	H	E
D. Unlikely	L	L	M	H	H
E. Rare	L	L	L	M	H

Step 4: Manage the risk

BCWCA must determine one of the following options to manage the risk:

- **Avoid the risk:** decide on a different course of action rather than take the risk involved in the original course of action
- **Transfer the risk:** Shift responsibility for the risk to another person or organisation
- **Reduce the risk:** Reduce the likelihood or consequences of the risk by adopting a strategy such as regular training, progress reporting on major activities or auditing risk management procedures on a regular basis
- **Accept the risk:** if all other options are not available, the risk may be accepted, and policies and procedures are put in place to effectively manage it

Based on the Risk Management Checklists, a risk management plan will be developed in order to determine what actions can be taken prevent or reduce the likelihood of the risk occurring.

Step 5: Monitor and review

BCWCA Directors will review the Risk Management Checklists at least once a year to ensure that procedures are in place to avert the risk or, if that is not possible, to mitigate its impact. A current copy of each risk management checklist is held centrally in BCWCA's Risk Management Register and is accessible via Egnyte.



iii. Ways to reduce risk

- Develop and implement good strategic/operational planning, financial management and community engagement processes;
- Develop and monitor good risk reducing policy and procedures for staff including code of conduct, project planning, critical incident reporting;
- Develop a Risk Register;
- Plan for unseen events;
- Ensure security measures are in place;
- Develop and implement effective reporting processes;
- Check that all assets are in safe working order;
- Develop and maintain sound financial management practices;
- Place signs, notices or instructions regarding possible risks;
- Ensure all facilities, utilities and equipment are maintained regularly;
- Ensure all staff receive adequate safety induction and training;
- Ensure that staff is effectively supervised

7. REVIEW

This policy will be reviewed on a two-yearly basis with participants, their families and staff of BCWCA. However, if at any time the legislative, policy or funding environment is so altered that the policy is no longer appropriate in its current form, the policy will be reviewed immediately and amended accordingly.

SUPPORTING DOCUMENTS

Risk Management Checklists

RELEVANT LEGISLATION OR STANDARDS

NDIS Practice Standards and Quality Indicators (2020)

Provider Governance and Operational Management Core Module, Risk Management

AS/NZS ISO 31000: 2009 (the Standard)

DOCUMENT HISTORY

Version No.	Version Date	Description of Change	Author
1.0	5 April 2021	Initial Release	Savva Petridis