



Risk Management Policies and Guidelines Framework

Current Version

Service Area	Disability / Aged / Health / Community	Version	1.2
Process Owner	Governance Lead RCO	Date of Issue	02/2023
Approved by	Chief Executive Officer	Review	02/2025

Modification History

Version	Date	Author	Approved by	Description of change
1.0	10/2015	Guy Telfer	Employsure	Creation of NCC risk profiles
1.1	11/2018	Natashia Telfer	CEO	Living Alone Assessments
1.2	02/2023	Guy Telfer	COO CRO	Risk Framework revision 2023

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Risk Management Policy

POLICY STATEMENT

National Community Care (NCC) is committed to ensuring that we empower and strengthen people's capacity to live in their own homes with individualised services that encompass their needs, wants, abilities and aspirations. At NCC we are committed to supporting participants and their families to achieve their very best in optimal health, independence and comfort through high quality, community care services. To help achieve this goal NCC is committed to managing risks which may prevent participants reaching this goal.

Each company is unique and the approach to managing risk needs to be appropriate and tailored to the activity, size, complexity and risk profile. A company's approach to risk management must be consistent with the *AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines*.

PURPOSE

A risk is defined as the effect of uncertainty on business objectives.

Risk management is the coordination of activities that direct and control the department regarding risks. It is commonly accepted that risk management involves both the management of potentially adverse effects as well as the realisation of potential opportunities.

In performing our daily activities and responsibilities, risk management can be described as the collection of deliberate actions and activities that we carry out at all levels to identify, understand and manage risks to the achievement of our objectives.

SCOPE

This policy applies to all employees of National Community Care

POLICY

Employee responsibilities:

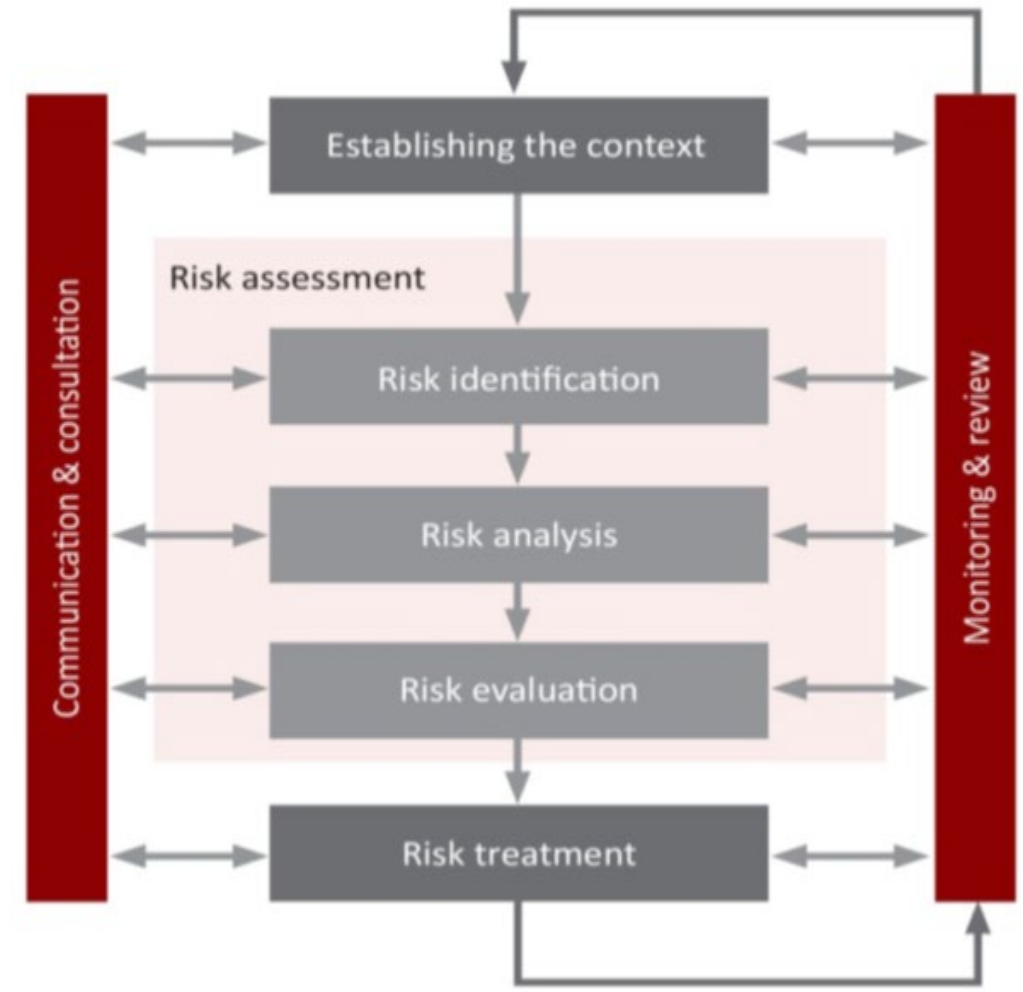
- recognise, communicate and respond to emerging or changing risks,
- contribute to the process of developing risk assessments,
- comply with relevant guidelines, instructions and policies as they relate to their area of work, and identify and escalate any risk.
- responsible for appropriately identifying, assessing and managing all risks to which they are exposed.
- identified risks are to be reported to your up line superior

Management Responsibilities:

- continual improvement in risk management and organisational performance
- identify type of risk and update risk register appropriately
- full accountability for risks, controls and risk treatments
- application of risk management in all decision making, whatever the level of importance and significance
- continual communication and consultation with stakeholders; and
- full integration of risk management in the company's governance structure.



RISK MANAGEMENT PROCESS:



Risk Identification:

Identify risks, it's sources and potential consequences

Who's Responsible:

All employees of NCC are responsible to identify and escalate any risk

Current Risk Register categories:

The following outlines the current categories in the risk register and who is responsible for updating the following risks categories.

Reportable Risk- COO and Clinical Lead Partner

WHS Risk - COO

Operational Risk- CEO/COO

Clinical Risk- Clinical Lead Partner



All risks will be added to the risk register as they become apparent to the above employee responsible. The Risk Register will be audited yearly in conjunction with the accident and incident register audit to ensure risks are being identified and updated as per this policy.

REFERENCES

NCC Risk Management Framework

Risk Management Templates

[1 - Community Risk Profile TO COMPLETE .docx](#)

[5 - Living Alone RISK ASSESSMENT .docx](#)

[1. New Participant CLINICAL Risk Profile NCCv1.docx](#)

Living Alone Risk Assessment Policy

[See Participant Onboarding Policies and Guidelines](#)



Risk Assessments Policy

POLICY STATEMENT

National Community Care (NCC) is committed to providing a safe workplace environment and ensuring the safety, health and wellbeing of all employees and participants. This is supported by NCC with the use of the Risk Framework and matrix.

PURPOSE

Ethical Obligations - It is desirable for employees of Ncc to work in an environment that is conducive to their safety and health at work.

Legal Obligations - The law imposes duties upon both Management and employees concerning Workplace Health and Safety

Financial Obligations - The cost of workplace injuries both in insured losses and uninsured losses makes it imperative that steps be taken by all levels of management and employees, whether they are from NCC Head Office or where work is being undertaken, to achieve the aims of the Workplace Health and Safety Policy. If an employee has any concerns in relation to their safety or the safety of others in the workplace, the employee is required to report them to NCC Management and the relevant broker and/or participant/participant, who will take all practicable steps to provide and maintain a safe work environment.

SCOPE

This policy applies to all employees of National Community Care

POLICY

National Community Care Registers

- NCC implement annual risk framework reviews on the organisation.
- NCC maintain and incident/accident register, any identified risks are then added to the risk register and framework is applied to remove, and/or minimise the identified risk and/or outcome.

Individualised Risk Assessments

- Upon the commencement of new participants, individualised risk assessments are undertaken to identify any risks. This assessment is valid for two years with a 6-month grace period thereafter if no changes are identified.
- A new assessment is required immediately when a new risk is identified and/or significant changes to the participants supports have occurred and/or serious incident.
- All complex clinical participants require the extensive risk assessment to be implemented.
- Participants, informal supports and formal supports may contribute to the risk assessment plan
- All key works must be aware of any identified risks and the action required to minimise a consequence. These will be outlined within the participants careplan/service guide as required.
- A family disaster plan is provided to the participant to complete for their records.

See [All Register - NCC.xlsx](#)



Risk Identification Procedure

Service Delivery

- 1 – A risk is reported to NCC Management by either an employee or participant verbally or in writing
- 2 – A review of the participants risk assessment is undertaken to determine if this risk was previously identified in the participant initial review, if not then the Clinical Lead and CRO will attend the participants home of the risk being reported. Timeframe of scheduled visit will be determined by the consequences identified of said risk. (for example – light bulb out, no visit required, follow up with informal supports. However a medication incident may require a visit within 1 business day for review)
- 3 – A risk review will be undertaken to determine the likelihood of the new risk and the consequences (to the participant and any employee) if the new risk was to be realised.
- 4 – The risk will be rated against the current set of controls in place by NCC for all community-based care.
- 5 – If the risk rating cannot be reduced based on the current set of controls then the identification and implementation of new treatment(s) will be initiated.
- 6 – The identified treatment(s) will be given a completion date and will be implemented under the supervision of the Clinical Lead and CRO.
- 7 – Once the treatment(s) have been completed this will be up dated in the participants service guide, the new risk assessment will be completed and the new controls will be communicated to all employees. In addition, the new control(s) will be reviewed against any other community participants to determine if these are appropriate for them and can also be implemented.
- 8 – The new risk is updated into the risk register, as well as all identified controls

Non-Service Delivery

- 1 – A risk is identified or reported to any of NCC Executive.
- 2 – The risk is reviewed against the current [Operational RISK Register.xlsx](#)
Currently only available to senior management.
- 3 – If a new risk has been identified, the risk will be reviewed by the NCC Executive to determine the likelihood and consequences of the risk being realised
- 4 - The risk will be rated against the current set of controls in place by NCC
- 5 – The new risk will be added to the
- 5 – If the risk rating cannot be reduced based on the current set of controls then the identification and implementation of new treatment(s) will be initiated.
- 6 – The identified treatment(s) will be given a completion date and will be implemented under the supervision of the CEO and CRO.
- 7 – Once the treatment(s) have been completed the risk will be reassessed to determine if the risk rating is acceptable, if not steps 5 and 6 will be undertaken again.
- 8 – Once the risk and it's rating is accepted by the Executive is will be reviewed on an annual basis, or as needed.



**National
Community
Care Pty Ltd**

Risk Management Framework 2023

DOCUMENT CONTROL

Managed by: Guy Telfer	Responsible position: Risk Compliance Officer - National Community Care Pty Ltd
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VERSION CONTROL RECORD

Version	Date	Status and changes (include an explanation of reason for change)
V1	05/06/2015	Draft version completed
V1	10/06/2015	Version Endorsed by Executive Directors
V2	05/06/2016	Draft version completed
V2	10/06/2016	Version Endorsed by Executive Directors
V3	05/06/2017	Draft version completed
V3	10/06/2017	Version Endorsed by Executive Directors
V4	05/06/2018	Draft version completed
V4	10/06/2018	Version Endorsed by Executive Directors
V5	20/06/2019	Draft version completed
V5	22/06/2019	Version Endorsed by Executive Directors
V6	5/06/2020	Draft version completed
V6	5/06/2020	Version Endorsed by Executive Directors
V7	2/07/2021	Draft version completed
V7	5/07/2021	Version Endorsed by Executive Directors
V8	22/06/2022	Draft version completed
V8	23/06/2022	Version Endorsed by Executive Directors



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Purpose

The National Community Care Pty Ltd *Risk Management Framework 2023* (the Framework) provides the necessary foundations and organisational arrangements for managing risk across National Community Care Pty Ltd. The Framework outlines how National Community Care Pty Ltd ensures that it manages risks effectively and efficiently.

It illustrates how risk management is embedded in our systems to ensure it is integrated at all levels and work contexts. It describes the key principles, elements and processes to guide all employee in effectively managing risk, making it part of our day-to-day decision-making and business practices. National Community Care Pty Ltd applies risk management across the entire organisation, as well as specific functions, programs, projects and activities. Implementation of the Framework contributes to strengthening management practices, decision making and resource allocation, while at the same time protecting the public interest and maintaining trust and confidence.

Implementation of the Framework requires all employee to apply risk management principles to fulfil their responsibilities, to ensure cost-efficient and effective service delivery.

What is risk management?

A risk is defined as the effect of uncertainty on business objectives.

Risk management is the coordination of activities that direct and control the department with regard to risks. It is commonly accepted that risk management involves both the management of potentially adverse effects as well as the realisation of potential opportunities.

In performing our daily activities and responsibilities, risk management can be described as the collection of deliberate actions and activities that we carry out at all levels to identify, understand and manage risks to the achievement of our objectives.

Benefits of risk management

The benefits of embedding risk management at all levels of the department are:

- effective management of adverse events or opportunities that impact on our purpose and objectives
- ability to make informed decisions regarding management of potential negative effects of risk and take advantage of potential opportunities
- improved planning and performance management processes — enabling us to focus on core business service delivery and implement business improvements
- ability to direct resources to risks of greatest significance or impact
- greater organisational efficiencies through avoiding 'surprises'
- creation of a positive organisational culture in which people understand their role in contributing to the achievement of objectives.

AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines

Each company is unique and the approach to managing risk needs to be appropriate and tailored to the activity, size, complexity and risk profile. A company's approach to risk management must be consistent with the *AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines*.

The following risk management principles, framework and processes have been adopted from *AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines*.



Principles of risk management

The 11 **principles of risk management** state that risk management:

- creates and protects value;
- is an integral part of the company's processes;
- is part of decision making processes;
- explicitly addresses uncertainty;
- is systematic, structured and timely;
- is based on the best available information;
- is tailored to the company;
- takes human and cultural factors into account;
- is transparent and inclusive;
- is dynamic, iterative and responsive to change; and
- facilitates continual improvement of the company.

To further enhance their performance in managing risk National Community Care Pty Ltd should also apply the following approaches:

- continual improvement in risk management and organisational performance;
- full accountability for risks, controls and risk treatments;
- application of risk management in all decision making, whatever the level of importance and significance;
- continual communication and consultation with stakeholders; and
- full integration of risk management in the company's governance structure.

Tools – risk registers

The risk register enables employee to document, manage, monitor, review and update strategic, corporate and operational risk information. Risk register reporting allows management to monitor and review risks in alignment with the strategic plan, the company's operational plans, programs of change and other cascading plans.

Information from the risk management process is recorded, reported and monitored using National Community Care Pty Ltd risk register.

Risk reporting

As there is no one single risk report that meets the decision-making needs of an organisation, risk reports are to be tailored by the accountable area to support management decision making during the planning and review processes.

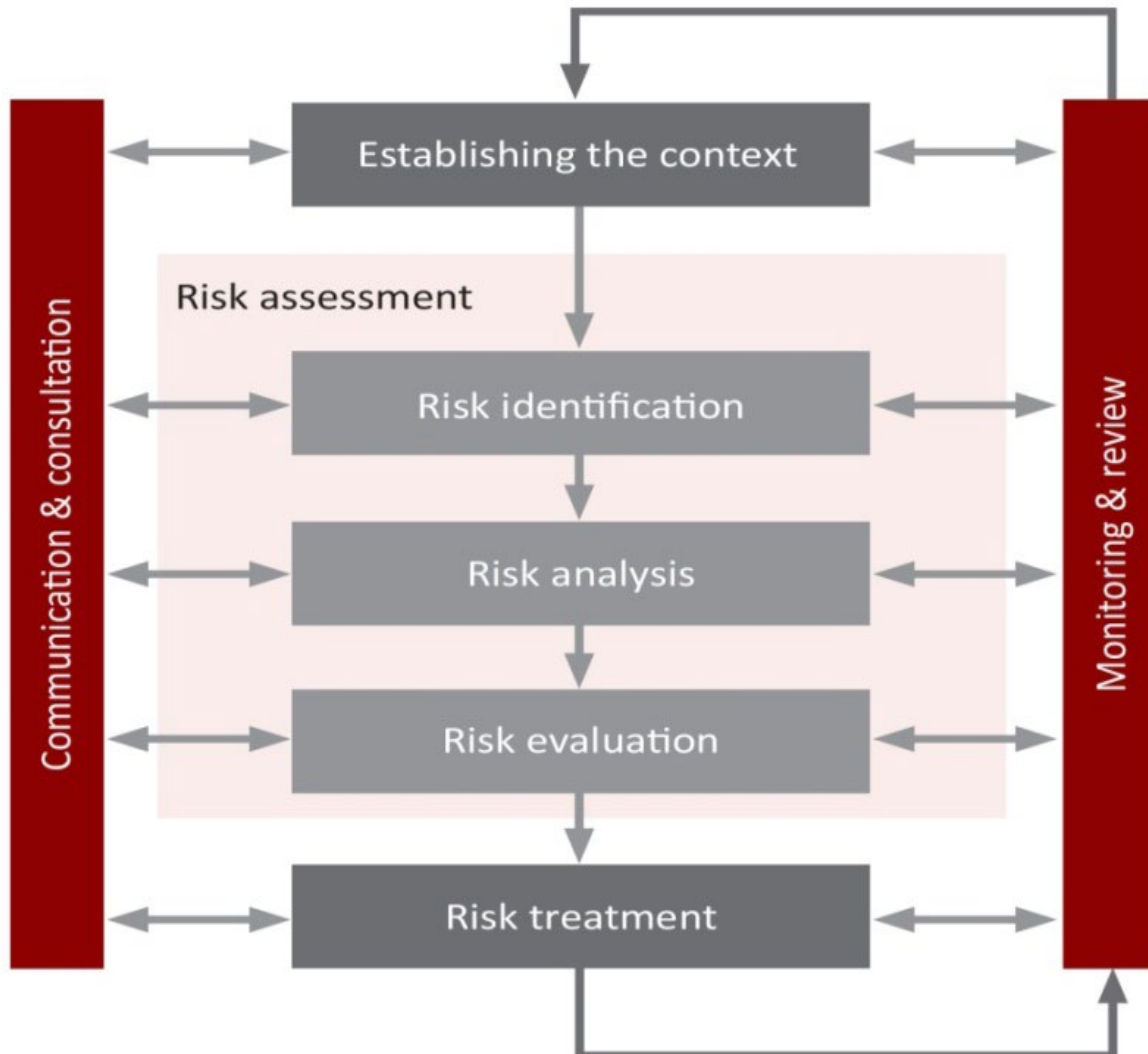
- Risk reports draw information from the risk registers and, depending upon the requirements, may include:
 - a demonstration of the link between objectives and risks
 - priorities, based on the risk rating, accompanied by information on key controls and treatments needed to modify the risk
 - risks that are getting worse, success of treatment plans and risks that require additional attention
 - new risks that may still need to be fully considered and understood
 - potential areas that require urgent attention
 - main areas of exposure
 - systemic control analysis
 - untreated risks and risk treatments that are overdue
 - risk owners.



Emerging Risks

Where new risks are identified outside of normal business planning and review cycles, the relevant risk plan should be updated immediately and, depending on the consequence and likelihood of the risk, it should be escalated through the appropriate line area as a matter of priority

Risk management process



The risk management process is designed to ensure that risk management decisions are based on a robust approach, assessments are conducted in a consistent manner, and a common language is used and understood across National Community Care Pty Ltd Consistent with AS/NZS ISO 31000, the risk management process consist of seven steps, as outlined in the table below.

Process Step	Description	Process
Communication and Consultation	<ul style="list-style-type: none"> Involving stakeholders (internal and external) and information sharing 	<ul style="list-style-type: none"> Context is appropriately defined.



	<p>throughout the risk management process, vertically and horizontally across the department.</p>	<ul style="list-style-type: none"> Employee that are involved throughout the risk process understand the basis for decisions and actions required. Lessons learnt are shared and transferred to those who can benefit from them.
Establish Context	<ul style="list-style-type: none"> Understanding the department's objectives and defining the external and internal environment within which the department operates. 	<ul style="list-style-type: none"> Understand factors influencing the ability to achieve objectives. Determine boundaries within which the risk management framework operates. Define risk criteria to ensure risks are assessed in a consistent manner.
Risk Identification	<ul style="list-style-type: none"> Identifying risks, its sources, causes and potential consequences. 	<ul style="list-style-type: none"> Generate a comprehensive list of threats and opportunities based on those events that might enhance, prevent, degrade, accelerate or delay the achievement of objectives.
Risk Analysis	<ul style="list-style-type: none"> Comprehending the nature of the risk and determining the level of risk exposure (likelihood and consequence). 	<ul style="list-style-type: none"> Provide an understanding of the inherent (level of exposure should controls fail) and controlled risk (level of exposure with controls in place). Assist with identifying ineffective controls. Inform risk evaluation and guide risk treatment.
Risk Evaluation	<ul style="list-style-type: none"> Comparing the risk analysis with the risk criteria to determine whether the risk is acceptable or tolerable. 	<ul style="list-style-type: none"> Determine whether the controlled risk is acceptable. Determine if controlled risks need further treatment. Identify priority order in which individual risks should be treated.
Risk Treatment	<ul style="list-style-type: none"> Selecting one or more options for modifying the risk. Reassessing the level of risks with controls and treatments in place (residual risk). 	<ul style="list-style-type: none"> Identify treatments for risks that fall outside the department's risk tolerance. Provide an understanding of the residual risk (level of risk with controls and treatments in place). Identify priority order in which individual risks should be treated, monitored and reviewed.
Monitor and Review	<ul style="list-style-type: none"> Determining whether the risk profile has changed and 	<ul style="list-style-type: none"> Provide currency of risk information Identifying emerging risks.



	<p>whether new risks have emerged.</p> <ul style="list-style-type: none"> • Checking control effectiveness and progress of the treatment plan. 	<ul style="list-style-type: none"> • Provide feedback on control efficiency and effectiveness. • Identify whether any further treatment is required. • Provide a basis to reassess risk priorities. • Capture lessons learnt from event failures, near-misses and success.
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Monitoring, review and continual improvement of the Framework

Risk management should support organisational performance through indicator based risk reviews, progress measurement against the risk management plan, risk framework appropriateness and effectiveness and risk reporting. Continual review of the framework should be based on results of monitoring and reviews, with decisions relating to how the framework and plan can be improved to support management of risk and an improved risk management culture.

Some of the processes that support continuous improvement and review of the Framework include:

- regular assessment of the quality of risk management processes and artefacts prepared by business areas to identify opportunities for improvement
- a baseline and ongoing risk management culture survey data to inform improvement, communication and training requirements
- regular reviews of models, frameworks, and standards used in other organisations and jurisdictions to ensure that our Framework continues to reflect contemporary best practice
- ongoing training and development for all employee to ensure that National Community Care Pty Ltd is equipped with a sound knowledge and skills base
- inclusion of, and measurement against, performance measures relating to National Community Care Pty Ltd performance with regard to risk management and other key governance processes in Corporate Strategy and Performance’s operational plan.

Management will review the Framework annually and will work with all relevant areas to ensure that the Framework and associated business processes continue to meet local needs as risk management matures and improves.

Employees

All employees are required to comply with National Community Care Pty Ltd Risk Management framework and apply risk management processes within their work unit.

Employees responsibilities are to:

- recognise, communicate and respond to emerging or changing risks,
- contribute to the process of developing risk assessments,
- comply with relevant guidelines, instructions and policies as they relate to their area of work, and
- identify and escalate any risk.
- responsible for appropriately identifying, assessing and managing all risks to which they are exposed.



Other Risk Terms

The following provides an overview of other risk terms

Residual Risk	The risk remaining after risk treatment; also known as retained risk. Can include unidentified risk.
Risk	The effect of uncertainty on objectives. An effect may be positive or negative. Objectives may be related to aspects such as financial, health and safety or environmental and may apply at strategic, operational project or process related levels.
Risk Analysis	Process to understand the nature of the risk and to determine the level of risk.
Risk Attitude	The organisation's approach to assess and pursue, retain, take or turn away from risk.
Risk Control	Measures taken to modify the risk or reduce an undesired consequence.
Risk Criteria	Terms of reference against which the significance of risk is evaluated. Based on organisational objectives and internal and external contexts. Risk criteria can be derived from standards, laws, policies and other requirements.
Risk Evaluation	The process of assessing risk analysis results to determine whether the risk and/or its magnitude is acceptable or tolerable. Risk evaluation assists the decision about risk treatment and needs to consider the risk appetite and risk tolerance of the organisation.
Risk Event	An occurrence or change of a particular set of circumstances. May have one or more occurrences and can have several causes. An event can consist of something not happening and may also be referred to as an 'incident'.
Risk Identification	The process of finding, recognising and describing risks. Involves the identification of risk sources, events and potential consequences. Can involve historical data, theoretical analysis, informed and expert opinions and stakeholder needs.
Risk Management	The combination of organisational systems, processes and culture which facilitate the identification, assessment, evaluation and treatment of risk to achieve an appropriate balance between realising opportunities while minimising losses in the pursuit of strategic objectives.
Risk Management Framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the company.
Risk Owner	A person or entity that has the accountability and authority to manage a risk.
Risk Profile	A description of any set of risks. The set of risks can contain those that relate to the whole organisation or part of the organisation.
Risk Management Process	Systematic application of management policies, procedures and practices to the activities of



	communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Risk Register	Record of information about identified risks.
Risk Strategy	A risk management strategy (may be referred to as the risk plan or risk policy) that outlines and describes the key elements of the risk management framework. It specifies the approach, the management components and resources to be applied to the management of risk.
Risk Tolerance	The company's readiness to bear the risk after risk treatment in order to achieve objectives. Risk tolerances are based on the maximum level of acceptable risk and may be expressed in various ways depending on the nature of the risk.
Risk Treatment	Process to modify risk, may include deciding to take, retain, avoid, remove, change or share the risk. Risk treatments that deal with negative consequence may also be referred to as risk mitigation.

