



Risk Management

Find Wellbeing effectively identifies any risks to clients, workers as well as to **Find Wellbeing**, and ensures that these risks are managed accordingly.

Risk is the possibility or likelihood of something happening which may have a negative impact on the organisation's capacity to deliver on its strategic and operational plans.

Risk Management gives the organisation a way to prevent issues that might impact on the organisation and how to respond in a planned way to minimise or eliminate their reoccurrence.

Risk should be managed and monitored on a continuous basis. A well-managed risk, incidents and complaints system will help drive safe and quality outcomes for people with disability and meet the regulatory requirements of the NDIS (National Disability Insurance Scheme) Commission and:

- Ensures participants receive a quality and safe service
- Shows participants you take their needs/concerns seriously
- Saves staff and management time and reduced cost by preventing escalation of issues
- Enhances a good reputation of your service
- Provides you with feedback on what needs to change/improve that you were unaware of
- Enables you to see the cause of problems

The NDIS Commission expects every service provider to have a system in place for identifying, monitoring, and minimising such risks, as well as reporting or referring them when necessary. Such systems will vary according to the size and complexity of the supports you deliver, but all must be fair, consistent, transparent, and safe. It should be simple, manageable and suit your needs.

NDIS Providers should identify risks to the organisation, including risks to participants, financial risks, and work health and safety risks.

Ways to identify risk:

- These methods assist **Find Wellbeing** to identify risks that are relevant to our business:
- Thoroughly review our business plan and ask as many 'what if?' questions as we can.
- Brainstorm with our accountant, financial adviser, care specialist and other interested parties.
- Get as many different perspectives as you can.

- Analyse a wide range of possible future events and their outcomes (scenario analysis)
- Analyse economic, political, legislative and operating scenarios.
- Use flow charts, checklists and inspections to break down and analyse our work procedures (systems analysis).

For any method, always ask these questions:

- When, where, why, and how are risks likely to occur in our business?
- Are the risks internal, external or random?
- Who might be involved or affected if this occurs?

Once identified, risks should be analysed, prioritised, and treated appropriately.

Risks which have been identified and assessed should be continually, but as a minimum periodically, reviewed by the Director and management, with the assistance of the relevant support coordinator.

To the extent possible, steps should be taken to mitigate identified risks or lessen any exposure to **Find Wellbeing** and appropriate precautions for reoccurrence be communicated across the appropriate business divisions.

Among other things, ensuring that effective risk management programs are in place to protect **Find Wellbeing's** services and assets.

Find Wellbeing's risk framework should promote a robust structure so that all risks are appropriately identified, assessed, monitored and mitigated wherever possible, across all business divisions.

Assessment of all aspects of **Find Wellbeing** risk framework (including the comprehension of all 'material' business risks) by the Directors should take place on an annual basis.

In addition, the Directors, Support Coordinators and management should promote a culture of voluntary and transparent risk reporting and ongoing, regular risk assessment throughout all levels of **Find Wellbeing**.

Risk Management System

Find Wellbeing's risk management system which includes incident management, complaints management, work health and safety, human resource management, financial management, information management and governance.

A risk management plan details our strategy for treating risks. It details information about:

- Identified risks
- The level of risks

- Our planned strategy
- The time frame of implementing our strategy
- The resources required
- The individuals responsible for ensuring the strategy is implemented

The business environment is constantly changing. The type of risks **Find Wellbeing** will face will change as our business develops and grows. Regularly reviewing our risk management plan is therefore essential for identifying new risks and monitoring the effectiveness of our risk treatment strategies.

Types of Risk

There are many different types of risk. The Australian standard (AS ISO 31000:2018, Risk management) defines risk as 'effect of uncertainty on objectives. The types of risk you face will therefore be specific to your business and its objectives but will generally relate to the following areas.

Financial Risks

These risks include both external risks, such as changes in interest rates or commodity prices, and internal risks such as cash flows shortages, customers defaulting on payments, depreciation of assets, retail lease and contract disputes.

Financial Delegations

Financial delegations are to be exercised in accordance with the Financial Management Standard 1997, the Financial Administration and Audit Act 1977 (QLD) and associated audit requirements and the Corporations Act 2001 (Cwth).

As part of the risk framework, **Find Wellbeing** processes include:

- Financial delegations, differentiating between budgeted and non-budgeted items and between capital and operational expenditure, across various managerial levels,
- Procedures for approving amounts within and under delegation and
- Procedures for reporting to the Directors those amounts approved under delegation

Operational Risks

These risks cover a range of environmental, human, systems and procedural impacts such as illness or retirement of key worker, equipment breakdown, pandemic, natural disasters, and software failures.

Workplace

As part of the risk framework, the Directors reviews **Find Wellbeing** Work Health and Safety obligations so that **Find Wellbeing** can provide a working environment that is safe and without risks to health.

Quality Assurance

As part of the risk framework, **Find Wellbeing** processes include procedures to report on compliance with Quality Assurance standards. Procedures include identifying and reporting on Quality issues identified and establishing processes to reduce the risk of the Quality issue.

Personnel

As part of the risk framework, the Directors has approved an overarching remuneration philosophy, the design of which ensures that the level and composition of remuneration is competitive, reasonable and appropriate for the Company's results delivered and to attract and maintain talented and motivated managers and workers.

Legal

These risks include contractual breaches and non-compliance with regulations such as changes to work health and safety standards.

Legal matters are immediately referred to the Directors who will, in consultation with the Company's Legal department work ensure that applicable codes of conduct are followed along with the Company Solicitor work to ensure that applicable codes of conduct are followed along with legal compliance as well as managing Enduring Powers of Attorney and Director's wills.

Privacy and Information

These risks relate to non-compliance with state and national privacy laws on recording, storing and disposing of customer information.

Incident and complaints management

Results to assist with service delivery improvements through continuous improvement.

Strategic

These risks relate to your business strategies such as changes in customer demand, increased competition, adopting new technology and pursuing new business opportunities.

As part of the risk framework, **Find Wellbeing** processes include procedures to monitor, analyse and assess the impact of, and wherever applicable, prevent or challenge:

- Industry trends and market changes,
- Changes in the labour markets,
- A loss of a key contract or several contracts,
- A negative impact of reputation and
- Increased competition

Procedure

Managing Financial Risks

The Accounting Officer will provide to the Directors the following documents:

- Profit and Loss statements for the previous month,
- Cash Flow forecast for the coming three months,
- Budget items compared with actual Year to Date figures,
- Delegated expenditure which was approved across the organisation.

Managing Organisational Risks

The Director, Manager, and Team Leader are responsible for identifying and managing organisational risks in their area of influence. They must conduct regular Risk Assessments in consultation with staff, participants, and relevant stakeholders, covering at least the following areas:

- incident management
- complaints management and resolution
- child safety and promoting a child safe environment
- human resource management
- financial management
- information management
- governance and operational management
- emergency and disaster management and
- work health and safety

Risk to Staff

All staff are responsible for managing risk within their work environment. Upon commencement, all staff will undergo an Induction, which will include risk management training. Additional on-the-job and formal training will be provided where required.

Team meetings and supervision sessions are ideal opportunities for managers and staff to reflect on person-centred risk management practice. **Find Wellbeing** includes Risk Management as part of its Agenda for any staff meetings, to increase risk awareness and to discuss any potential risks that have been identified.

Operational risks and risks to staff must be reported to the Quality Standards Officer as soon as practicable after they are identified. Identified risks will be tracked by the Quality Standards Officer using **Find Wellbeing's** Risk Register.

Staff must also be aware of their Work Health and Safety obligations and comply with **Find Wellbeing's** Work Health and Safety policies and procedures.

Supporting people to face risks safely

Risks are part of life and an important means by which all people learn and develop.

Find Wellbeing encourages its staff to consider ways of empowering people to take more control over, and responsibility for, situations including risks in their lives.

This can be achieved by providing opportunities and support that assist the person to manage their own risks while avoiding harm.

Participant Risk Assessments

A Participant Risk Assessment must be undertaken for all participants at their initial assessment and reviewed during formal Support Plan reviews. Participant Risk Assessments must also be reviewed quarterly or more frequently depending on the complexity of the participants' needs. Earlier reviews may be needed if there are changes to the person's environment or existing risks, or if new risks emerge.

Where support is to be provided in a participant's home, the Participant Risk Assessment must include a Home Risk Assessment.

All Participant Risk Assessments must consider:

- the degree to which participants rely on **Find Wellbeing's** services to meet their daily living needs and
- the extent to which the health and safety of participants would be affected if those services were disrupted.

The risk assessment process must identify appropriate Risk Treatments, which should also be reflected in the participant's Support Plan. If either assessment shows that staff would be exposed to significant risks, the Quality Standards Officer must determine if support should be modified or suspended until the risk has been adequately controlled.

Risk assessments and risk reviews must be done in collaboration with participants, their supporters, landlords (if applicable) and any other stakeholders involved in managing a specific risk. If the participant is a child, assessments and reviews should be undertaken in collaboration with the participant's family.

Enabling the person to achieve their lifestyle goals and have greater choice and control, more opportunity to try new things and develop skills must be considered. Risk assessments must also consider any incident reports that relate to the participant and whether specialist positive behavior support arrangements should be put in place or changed.

Staff should raise any issues or concerns regarding Participant Risk Assessments with the Quality Standards Officer and significant risks should be escalated to the [Position Title/Governing Body] for further advice. Risk Assessments and reviews must be kept on participant files.

Supporting Documents

Documents relevant to this policy and procedure include:

- *Work Health and Safety Policy and Procedure*
- *Continuous Improvement Policy and Procedure*
- *Financial Management Policy and Procedure*
- *Protecting Participants from Harm Policy and Procedure*
- *Participant Incident Management Policy and Procedure*
- *Child Safety and Wellbeing Policy and Procedure*
- *Assessment, Planning and Review Policy and Procedure*
- *Service Exit and Transition Policy and Procedure*
- *Continuous Improvement Plan*
- *Risk Register*
- *Risk Assessments*
- *Participant Risk Assessment*
- *Home Risk Assessment*
- *Service Agreements*
 - *Support Plans*
 - *Meeting Agendas*

Monitoring and Review

This policy and procedure will be reviewed at least every three years by Senior Management. Reviews will incorporate staff, participants and other stakeholder feedback, where relevant.

Find Wellbeing's Continuous Improvement Plan will be used to record improvements identified and monitor the progress of their implementation. Where relevant, this information will be considered as part of **Find Wellbeing's** service planning and delivery processes.

