

## H39. RISK MANAGEMENT

Content:	Illawarra Aboriginal Corporation Policies and Procedures
Version:	2.0
Section:	Housing
Applies To:	Board, Management and Staff of all IAC Services
Date:	October 2015 (Review October 2018)

### Background and Purpose

The IAC's Housing policies articulate our aims, goals and philosophies in providing housing services for Aboriginal tenants and their families. They explain how the Illawarra Aboriginal Corporation works with its staff and other agencies to ensure that our tenants are afforded the best and most appropriate services and that we meet all of the requirements of the Aboriginal Housing Office and the Office of Community Housing.

### Introduction

The Illawarra Aboriginal Corporation is committed to providing a safe work environment and safe systems of work for its employees, contractors, clients and visitors at all of our business locations. A fundamental part of this commitment is the identification, control and where possible, elimination of risks in the workplace.

All IAC management and staff have a responsibility to identify, evaluate, analyse and control risks that are likely to result in injury, illness, damage or loss.

The IAC will apply risk management principles at an organisational, project, service, team and individual level with the aims of managing risk and ensuring that risk management is an essential part of our decision making, planning and reviews as we continue to develop our quality assurance and service development processes.

### Definitions

**Hazard** is anything that has the potential to result in harm, illness or loss. **Risk** is the chance of incurring harm to a person or damage or loss to property. **Risk Management** is the systematic process of identifying, assessing, analyzing, treating and monitoring of risk and making the most of opportunities.

### Principles

- **1. Purpose** - the purpose of risk management is to identify the hazards and assess the risks arising from or associated with, all work conducted in the workplace (including mobile services, administration and community settings). In addition to determining the risks that staff may be exposed to, risk management processes must also consider the risks to contractors, clients, visitors and members of the public.
- **2. Aim** - the aim of risk management exercises must be to control or eliminate risk whilst maximising opportunities.
- **3. Legal** - treatments applied to any risk must be legal and conform with rights provided to individuals under relevant legislation and conditions (such as OH&S Act, Sex Discrimination Act, Fair Work Australia Awards etc).
- **4. Proactive or Reactive** - risk management may be proactive or reactive. Proactive risk management is undertaken in advance as a preventative measure to reduce incidents, accidents or loss. Reactive risk management will occur after an incident, accident or loss so that preventative measures can be taken to avoid a reoccurrence of the incident.
- **5. Cyclical** - risk management is a cyclical process and should not be considered as a one off task.
- **6. Responsibility** - the responsibility for the successful implementation of risk management procedures requires the application of this policy and the endorsement of the IAC Board.

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### Responsibilities

*The Board of the IAC will:*

- Ensure that hazards and risk are eliminated or controlled during the design, development or construction of service facilities
- Ensure that risk elimination or control is considered during the process of purchasing or renting service facilities
- Ensure that risk management is an integral component of the planning, development and ongoing implementation of all service delivery and organisational projects particularly at a strategic level
- Oversee the implementation of risk management at all levels of the organisation
- Approve all risk management plans submitted by staff on the basis that additional resources may be required to facilitate the control or elimination of the risk
- Monitor coordinator and staff roles in the development, implementation and monitoring of risk management plans.

*Coordinators and Managers will:*

- Implement the risk management process
- Execute their risk management duties including hazard identification audits
- Identify staff to participate in risk management activities
- Ensure that all staff are inducted in risk management activities at commencement
- Provide training to staff that are identified as needing risk management training
- Monitor the implementation of risk management plans and communicating the need for further assessment
- Maintain clear documentation from initial risk identification through to monitoring and review stages of risk management

*All staff will:*

- Participate in risk management activities
- Use risk management techniques and procedures at all times
- Inform supervisors about the presence of hazards or breakdowns in risk control systems
- Maintain clear documentation from initial risk identification through to monitoring and review stages of risk management

### Procedures

*Prior to initiating risk management processes IAC Coordinators and Managers will:*

- Identify the need for risk assessment either proactively or reactively based on legislative requirements or organisational requirements
- Prioritise risks for attention based on the likelihood of risk occurring and the potential impact of that risk
- Determine if risk management is to be conducted by an individual or by a team including Managers, OH&S Committees, Staff Representatives etc.
- Provide appropriate training to those involved in risk management

*The risk management process includes:*

- **1. Identification** of information through:
  - ◊ regular audits by staff with checklists or with the help of specialised consultants
  - ◊ accident and incident report data that highlights near misses, injury, illness or loss
  - ◊ analysis of work procedures & processes
  - ◊ consultation with staff, clients and others
  - ◊ material safety data sheets for specific products or machinery
  - ◊ specialist practitioners
- **2. Analysis** of existing controls to determine the likelihood of risk and the consequences of these risks.
- **3. Evaluation** of the likelihood and consequences of risk to develop priorities for the control and elimination of risk
- **4. Treatment** of risks through control, elimination or acceptance of low priority risks and monitoring the results
- **Monitoring and Reviewing** of the risk management process at all stages to determine the success of management plans and to adjust those plans accordingly
- **Communication and Consultation** about our risk management process which includes all stakeholders

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### Control Procedures

Control procedures are designed to reduce the risks of hazardous work, to avoid or minimise the occurrence and effects of injury, illness, disease, loss or damage.

*These procedures include the:*

- Control or elimination of occupational injury, injury, disease, loss or damage by:
  - ◊ ensuring that the design of materials, furniture, buildings etc considers the risks and hazards to staff and others
  - ◊ replacing materials or equipment with safer items
  - ◊ redesigning equipment or processes (after analysis) to be of less risk
  - ◊ separating people from potentially risky processes, equipment or other people
  - ◊ establishing work procedures and safe work practices to reduce exposure to risk
  - ◊ providing protective clothing and equipment where applicable
- Formulation and documenting of a risk treatment plan which describes which risk control measures are to be utilised, including:
  - ◊ identification of people involved in designing the plan
  - ◊ strategies to control / eliminate risk
  - ◊ identification of responsibilities
  - ◊ implementation time frames
  - ◊ expected outcomes
  - ◊ budgets
  - ◊ performance measures
  - ◊ review process and dates
- Identification of costs of implementation compared to available resources and the exploration of alternative methods and strategies to resolve the issues
- Provision of written guidelines, warning signs and training which outlines the nature of the risks and the control measures implemented
- Reporting of any problems with the implemented risk control measures so that any variations to the plan can be made
- Reviewing control measures on a regular basis to ensure that they continue to be effective and to allow for any modifications to the plan to ensure that measures remain effective

### Documentation Requirements

*Risk management documentation requirements:*

- **1. Process documentation** for all stages of risk management either in report form or using proforma documents
- **2. Responsibility** for documentation falls to the individual appointed to conduct the risk management activity
- **3. Reasons** for documentation include:
  - ◊ demonstrating the application of the process
  - ◊ providing a record of risks
  - ◊ facilitating further analysis using data
  - ◊ facilitating communication to management and stakeholders
  - ◊ facilitating approval for risk control measures
  - ◊ supporting requests for resources
  - ◊ accountability
  - ◊ facilitating monitoring and review
  - ◊ providing an audit trail
- **4. Storage** of risk management documents is to be maintained in a central register held by the Human Resources department

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### Risk Prioritisation

The Illawarra Aboriginal Corporation will use the following indicators to analyse and prioritise risks.

#### Measure of Consequence or Impact

- **Level 1** - Insignificant
  - ◊ no injuries
  - ◊ low loss
- **Level 2** - Minor
  - ◊ first aid treatment only
  - ◊ can be immediately contained
  - ◊ medium loss
- **Level 3** - Moderate
  - ◊ medical treatment required
  - ◊ short term effects
  - ◊ can be contained with assistance
  - ◊ medium loss
- **Level 4** - Major
  - ◊ extensive injuries possible
  - ◊ potential for long term effects
  - ◊ requires extensive assistance to contain
  - ◊ major loss
- **Level 5** - Catastrophic
  - ◊ death or permanent disability likely
  - ◊ long term effects
  - ◊ cannot be contained in current structures
  - ◊ huge loss

#### Measure of Likelihood

- **Level A** - Almost certain to occur in most cases
- **Level B** - Likely to occur in most cases
- **Level C** - Possible to occur in some cases
- **Level D** - Unlikely to occur in most cases
- **Level E** - Rare to occur and only in exceptional cases

### Risk Prioritisation (cont)

#### Risk Priority Matrix

	1	2	3	4	5
A	M	H	E	E	E
B	L	M	H	E	E
C	L	M	M	H	E
D	L	L	M	H	E
E	L	L	L	M	H

Horizontal: Measure of Consequence or Impact

Vertical: Measure of Likelihood

Actions:

- **E** - Extreme risk
  - ◊ immediate action required
  - ◊ senior management attention urgently required
- **H** - High risk
  - ◊ action required as a matter of high priority and within 48 hours
  - ◊ senior management attention required
- **M** - Moderate risk
  - ◊ action required as a matter of medium priority and within 1 week
  - ◊ supervisor or coordinator attention required
- **L** - Low risk
  - ◊ may be managed at the service level using current work practices
  - ◊ current work practices may need slight modification

### COMPLIANCE

*This policy complies with:*

- NSW Housing Act 2001
- NSW Residential Tenancies Act 2010
- Corporations (Aboriginal & Torres Strait Islander) Act 2006 (CATSI)
- Fair Work Australia Awards (FWA).
- NSW Occupational Health and Safety Act 2000

### REFERENCES

*This policy should be read with:*

- **Housing NSW** "Changing a Tenancy Policy"
- **National Regulatory Code** - 5. Probity