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Risk Management

Policy 9

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1 INTRODUCTION

1.1 RISK MANAGEMENT - NDIS PRACTICE STANDARD

NDIS Practice Standards and Quality Indicators states that risks to Participants, workers, and the provider are identified and managed.

1.2 POLICY STATEMENT

Beyond Barriers Australia is committed to identifying, assessing, managing, and appropriately responding to all risks that may affect Participants, the organisation, and other relevant stakeholders. All risk-related actions and outcomes are documented to ensure accountability, transparency, and continuous improvement.

1.3 SCOPE OF POLICY

This policy applies to Beyond Barriers Australia, Participants, and members of the wider community who may be affected by service provision. Beyond Barriers Australia has both legal and ethical obligations to ensure the safety and effective management of risks for staff, Participants, and relevant third parties. This policy outlines how Beyond Barriers Australia identifies, assesses, and responds to risks, and how these practices align with the organisation's Code of Conduct, applicable legislation, and NDIS Rules.

1.4 VALUES DEMONSTRATED BY BEYOND BARRIERS AUSTRALIA

a) Beyond Barriers Australia demonstrates a value for person-centred care in prioritising the safety of staff and Participants through proactive risk management.
b) Beyond Barriers Australia takes responsibility for identifying, assessing, and responding to risks in a transparent and ethical manner.
c) Beyond Barriers Australia demonstrates commitment to continuous improvement through regular review of risk management processes to maintain best practice and prevent harm to others.

1.5 DEFINITIONS

Risk	The possibility that an event, action, or situation may occur which could affect the achievement of objectives, measured by considering both the likelihood

	and the consequences if it does occur.
Risk Management	A systematic process of identifying, assessing, and controlling threats to an organisation's capital, people, operations, or reputation.
Risk Assessment	The process of evaluating the likelihood and potential impact of identified risks. Used to inform decision-making and develop strategies to manage or eliminate risks.
Risk Matrix	A tool used to evaluate the likelihood and impact of risks, helping prioritise which risks require urgent action and which can be monitored.
Risk Rating	A classification that results from a risk matrix evaluation. It combines the likelihood and impact of a risk to determine its priority for management action (e.g., Low, Medium, High).
Risk Register	A live document or system that records all identified organisational risks, their risk ratings, and the strategies in place to manage or mitigate them. It is updated and reviewed regularly.
Hierarchy of Controls	A ranked list of methods for controlling risk, from most effective to least: Elimination, Substitution, Isolation, Engineering Controls, Administrative Controls, and PPE.
Hazard	Anything that has the potential to cause harm (e.g., chemicals, equipment, environments, behaviours).
Director or Delegate	The senior leader (or their appointed representative) responsible for reviewing and actioning organisational risks.
Regulatory Compliance Register	A document or system that lists legal and regulatory obligations and tracks the organisation's compliance status across these areas.

2 MANAGING RISKS

2.1 ASSESSING, MANAGING, AND RESPONDING TO RISK

Beyond Barriers Australia recognises the importance of a robust risk management system that clearly identifies, assesses, and mitigates risks. Risk management is integrated into all decision-making processes and applied throughout every stage of service provision. Beyond Barriers Australia recognises the critical link between risk management and organisational success, the importance of integrating risk considerations into decision-making processes, and the expectation from stakeholders that risks are proactively identified, assessed, and managed.

Beyond Barriers Australia implements the following procedures to identify and manage risks:

a) Conducting risk assessments for all Participants, including home safety-assessments;
b) Updating risk assessments as required and fully reviewing them at least annually;
c) Performing and maintaining updated workplace risk assessments;
d) Keeping all Beyond Barriers Australia property in good condition, and replacing items are required; and
e) Monitoring risks across all areas of work including:
    - Incident Management
    - Complaints and Feedback Management
    - Work Health and Safety
    - Human Resource Management
    - Financial Management
    - Information Management
    - Governance and Compliance
    - Participant Compliance Register
    - Emergency and Disaster Management
    - Infection Control

A dedicated Risk Register forms a core component of the compliance management system. The register is maintained and updated by the Director or their delegate, and is regularly reviewed during management meetings monthly.

2.2 RISK MANAGEMENT PROCESS

Beyond Barriers Australia identifies risks through both formal and informal processes. These include targeted consultation, observation of workplace practices, monitoring compliance with regulatory requirements, organisational system reviews, and internal audits. Additionally, risk identification is informed by analysis of information collected from incidents, complaints, and feedback.

2.3 BEYOND BARRIERS AUSTRALIA RISK CATEGORISATION

Risk Type	Area Compromised
Strategic	Risks related to the organisation’s strategic goals and intended outcomes, intellectual property, reputation, sector positioning, resourcing, and capacity for growth and improvement.
Compliance	Risks arising from compliance with applicable legislation and regulatory requirements, contractual obligations, insurance, taxation, employment law, and work health and safety legislation.
Financial	Risks about fraud, income, budget and expenditure management, debt collection, and governance and oversight by the organisation.
Operational	Risks associated with governance, service delivery, general equipment, resources and facilities, human resource management, information management, and risks related to break-ins, theft, or fire.
Market / Environmental	Risks related to natural disasters, severe weather events, changes in government or government policy, and significant legislative changes.
Participant	Risks to Participants, including environmental hazards, fire, falls, transport, staff working in Participants’ homes, inconsistencies in activity performance, interruptions to service delivery, and transition plans when moving to another service provider, as well as ensuring the suitability and appropriateness of staff.

2.4 RISK ASSESSMENTS AND RISK MATRIX

Risk assessments are conducted for each Participant and updated at least annually. Beyond Barriers Australia integrates these assessments into service delivery. All identified risks are evaluated using the Risk Matrix, which assesses both the likelihood and the potential impact of each risk.

Risk Matrix

Likelihood ↑ / Impact →	Negligible	Minor	Moderate	Significant	Severe
Very Likely	Low Med	Medium	Med Hi	High	High
Likely	Low	Low Med	Medium	Med Hi	High
Possible	Low	Low Med	Medium	Med Hi	Med Hi
Unlikely	Low	Low Med	Low Med	Medium	Med Hi
Very Unlikely	Low	Low	Low Med	Medium	Medium

Risk Likeliness

Risk Rating	Probability	Description
Very Likely	90% or greater probability	Expected to occur in most circumstances
Likely	50-90% probability	Will probably occur in most circumstances
Possible	20-50% probability	Could occur at some time
Unlikely	10-20% probability	Not expected to occur
Very Unlikely	<10% probability	Would only occur in exceptional circumstances

Risk Impact

Risk Rating	Probability
Sereve	Business objectives and/or continuing viability is threatened
Significant	Business objectives are not met
Moderate	Business objectives may be threatened
Minor	Business objectives require monitoring
Negligible	Business objectives are unlikely to be affected

Risk Rating

Beyond Barriers Australia is guided by the risk matrix and subsequent rating in determining whether a risk is acceptable or requires intervention. Risks with a low rating are generally considered acceptable and may require minimal management, whereas high-rated risks are deemed unacceptable and must be addressed through appropriate strategies to reduce or eliminate the risk.

Risk Rating	Action Required
High	Requires immediate action to mitigate the risk
Medium High	Requires short-term action to mitigate the risk
Medium	Requires medium term action to mitigate the risk
Low Medium	May require attention
Low	Manage through routine procedure

2.5 RISK MANAGEMENT STRATEGIES

Risk management involves identifying and implementing strategies to eliminate risks or reduce their potential impact. In managing risk, Beyond Barriers Australia staff ensure that:

- The cost of implementing management strategies is proportionate to the expected or achieved reduction in risk.
- Eliminating a risk may involve discontinuing an activity, removing a hazard, or avoiding potential or emerging risks.
- Risk reduction measures implement practical and reasonable steps to minimise loss, injury, or harm (i.e., using trolleys and safe lifting training for lifting heavy objects).
- Significant risks and their associated treatments are documented in the organisation's Risk Register.
- Risks substantially mitigated by existing organisational policies may not need to be logged in the Risk Register.
- Participant specific risks are managed under.

Risk management strategies should follow the hierarchy of controls:

1. Eliminate the hazard.
2. Substitute the hazard with a safer alternative.
3. Isolate the hazard from people.
4. Apply engineering controls.
5. Implement administrative controls.
6. Use personal protective equipment (PPE).

2.5 RISK REPORTING

All risks documented in the organisation's Risk Register are reported to the Director, or their delegate, during the appropriate meetings. At the executive level, meeting agendas include standing items on risk management areas such as Incident Management, Complaints and Feedback Management, Work Health and Safety, Human Resource Management, Financial Management, Information Management, Governance and Compliance, Participant Risk, Regulatory Compliance, Emergency and Disaster Management, and Infection Control.

Discussions and outcomes relating to these risk management areas are recorded in the minutes meetings. Additionally, risk management discussions and outcomes from staff meetings are documented in the corresponding meeting minutes.

4 APPENDIX

RELATED DOCUMENTS

Risk Register

VERSION AND UPDATE HISTORY

Version	Date Approved	Nature of Changes	Approved By	Date of Review
V2	22/09/2025	Updated in accordance with practice standards.	Tiffany Kelly	22/09/2026