Risk Management Policy

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1. Purpose

The purpose of this policy is to set out COPE Foundation's policy on the management of risk within the organisation.

The key messages are:

1. Management of risk is the concern of everyone,

2. Management of risk is part of normal day to day business, and

3. The process for managing risk is logical and systematic and should be implemented on a routine basis and integrated with service delivery.

COPE Foundation will ensure that risk management:

- is an integral and ongoing part of its management process
- is as simple and straightforward as possible
- that structures and responsibilities are clearly defined.

In addition COPE Foundation will:

- determine an appropriate method for addressing identified risks
- repeat the process of risk identification on an appropriate periodic basis.
- assess identified risks on an appropriate periodic basis
- provide for monitoring and reporting at various levels of management.

2. Scope

This policy applies to all COPE Foundation employees in any setting where supports and/or services are provided.

3. Areas of Risk

In order to manage risk on an integrated basis i.e. inclusive of all risk whether to do with the management or service delivery processes, the following have been identified as risk areas to be addressed.

- Risk of Injury to Service User/Staff/Public
- Service User Experience Risks
- Compliance with Standards (Statutory, Clinical, Professional and Management) Risks

- Objective and Project risks
- Business Continuity Risks
- Adverse Publicity/Reputational Risks
- Financial Loss Risks
- Environmental Risks

4. Risk management policy

COPE Foundation is committed to implement an organisational philosophy that ensures risk management is an integral part of corporate objectives, plans and management systems. Compliance with legislative requirements underpin the risk management policy. The core function of risk management is to assist COPE Foundation to meet its objectives.

With the introduction of more individualised approaches to service provision by COPE Foundation the expectation is that there will be a more positive approach taken by staff around 'risk' and the opportunities that positive risk taking can bring to people's lives. The use of risk management methods to provide a consistent approach to these issues, such as those described in the AS/NZS 4360: 2004, and subsequently in ISO 31000, adopted for use in the HSE and COPE Foundation are now widely accepted as mandatory. This approach moves away from the mainly one-dimensional view of risk as pertaining largely to threats and instead views risk as dynamic and multidimensional and emphasises the potential gains/opportunities as well as the hazards of risk taking.

The following factors are considered essential for the successful implementation of a risk management strategy:

1. Board and management understanding and commitment to risk management.
2. Alignment to the organisation's objectives.
3. Embedded into day to day processes.
4. Management of risk is an integrated way incorporating clinical, non-clinical, and financial risks.

5. Employees and management partnership in risk management processes with clear communication channels.

6. Preventive maintenance risk management processes are applied to strategic and operational risks and the management of facilities, estates, amenities and equipment.

7. Structured mechanisms in place to monitor and review the effectiveness of risk management strategies, plans and processes.

8. All incidents are immediately reported, categorised by their consequences and investigated to determine system failures, using an organisational learning approach.

9. Systems of work are designed to reduce the likelihood of harm occurring.

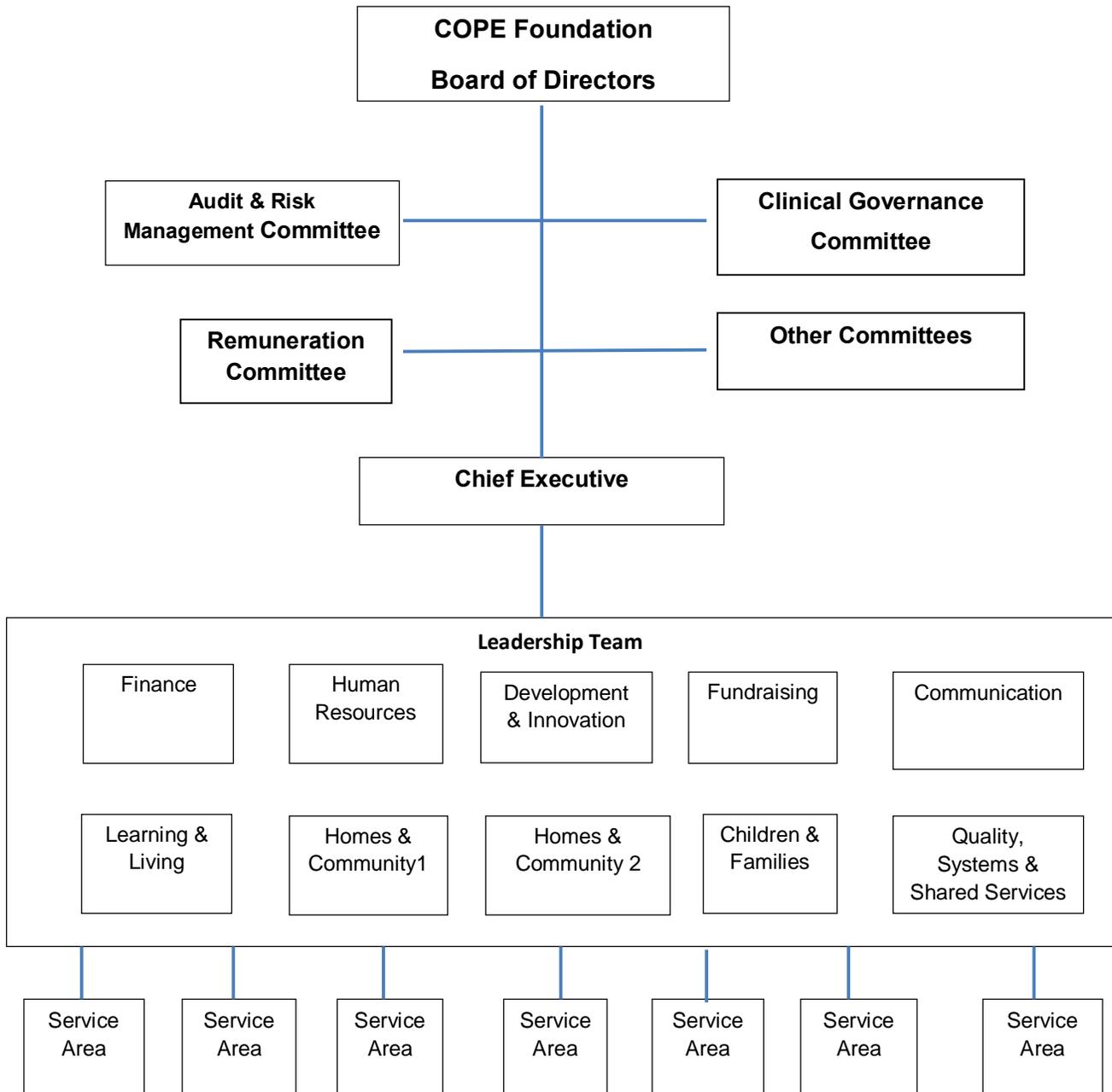10. Safe systems of work are in place to ensure the safety of clients, staff, and the public.

5. Promoting a Risk Management Culture

COPE Foundation is committed to the protection and wellbeing of the people that it supports, their families, and COPE Foundation staff as well as demonstrating openness and transparency in all matters relating to management and legislative compliance. To this end COPE Foundation is committed to promoting a culture of Risk Management based on a practical application of best practice. COPE Foundation is committed to having in place the necessary structures, processes, training, information systems and communication mechanisms to ensure that this is achieved, along with, where necessary, financial and other resources.

COPE Foundation seeks the commitment of all staff in supporting this initiative. To this end the COPE Foundation promotes an environment within which individuals/ groups are encouraged to identify hazards and risks, and report adverse events promptly within the framework of a positive and supportive culture which seeks to apportion blame fairly.

6. Risk Management – Organisation Structure in COPE Foundation.

The following organogram sets out where the Risk Management Function of the COPE Foundation sits in the context of the overall COPE FOUNDATION organisation:

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                        │   COPE Foundation    │
                        │  Board of Directors  │
                        └──────────────────────┘

┌─────────────────────┐                        ┌─────────────────────┐
│    Audit & Risk     │                        │ Clinical Governance │
│ Management Committee │                        │     Committee       │
└─────────────────────┘                        └─────────────────────┘

┌─────────────────────┐                        ┌─────────────────────┐
│    Remuneration     │                        │  Other Committees   │
│     Committee       │                        │                     │
└─────────────────────┘                        └─────────────────────┘

                        ┌──────────────────────┐
                        │   Chief Executive    │
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Leadership Team

Finance	Human Resources	Development & Innovation	Fundraising	Communication
Learning & Living	Homes & Community1	Homes & Community 2	Children & Families	Quality, Systems & Shared Services

Service Area	Service Area	Service Area	Service Area	Service Area	Service Area	Service Area

7. Board of Directors monitoring and management of the risk environment

The Board of Directors of COPE Foundation expects that a risk register be maintained which will allow for the capture of risk information from the ±bottom upq within COPE Foundation. The risk register will be the primary tool for risk tracking, containing the overall system of risks and the status of any risk mitigation actions.

The Board will also expect that an operational risk management approach will adhere to that described in the AS/NZS 4360:2004, and subsequently ISO 31000, which has been adopted for use in COPE Foundation. Guidance on COPE Foundationqs Risk Assessment process is detailed in COPE Foundationqs Risk Assessment Tool and Guidance Document. The use of a consistent approach to risk management such as is described in these documents is essential to successfully embed risk management at all levels and areas within COPE Foundation.

The Board of Directors will monitor and review COPE Foundationqs corporate risk register, which will be prepared by the Executive, on a quarterly basis. The Audit and Risk Committee will accept or reject additional risks on to the corporate risk register on behalf of the Board of Directors.

8. Risk Management process

The Risk Management Process outlines a standardised approach to the identification, analysis, evaluation, treatment, communication and monitoring of risk. All services will use this standardised approach and record the outcome in a series of Risk Registers. These Risk Registers will be collated at key organisational levels allowing for risks to be managed at the most appropriate level in the organisation i.e. risks that fall outside the control of a line manager may be escalated to the appropriate level of management.

It is essential that action plans for the risks contained in the Risk Register are identified and an action person assigned. These Risk registers must be under active consideration and be the subject of regular review.

Appendix 1

Definitions (ISO 31000:2009)

Risk: can be defined as ‰he chance of something happening that will have an impact on the achievement of organisational stated objectives+(HSE 2008) or the ‰effect of uncertainty on objectives+(ISO 31000:2009).

> **Note 1:** An effect is a deviation from the expected . positive or negative
> **Note 2:** Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product and process).
> **Note 3:** Risks may be categorised as:
> • *Strategic risks:* These concern the long term strategic objectives of COPE Foundation.
> These may be external or internal to the organisation.
> • *Operational risks:* These relate to the procedures, technologies and other factors relating to the short to medium term objectives of COPE Foundation.

Risk management can be defined as coordinated activities to direct and control an organisation with regard to risk.

Integrated Risk management: A continuous, proactive and systematic process to understand, manage and communicate risk from an organisation-wide perspective. It is about contributing to strategic decision making in the achievement of an organisation's overall corporate objectives.

Risk management Process: The 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 Assessment: The overall process of risk identification, risk analysis and risk evaluation.

Risk Register: A risk register is a database of risks that face an organisation at any one time. Always changing to reflect the dynamic nature of risks and the organisation's management of them, its purpose is to help managers prioritise available resources to minimise risk and target improvements to best effect.

Hazard: Any process, substance or operation that has the potential to cause harm

Monitor: Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected.

Safety: The state of being safe, the condition of being protected against physical, social, spiritual, financial, political, emotional, occupational, psychological or other types or consequences of failure, damage, error, accidents, harm or any other event which could be considered not desirable.

Quality: Doing the right thing consistently to ensure the best outcomes for clients, satisfaction for all customers, retention of staff and a good financial performance.